



EXETER  
CityFutures



# NET ZERO EXETER 2030 PLAN



# WHAT IS THIS DOCUMENT?

This Plan presents Exeter's view of how the city can achieve its ambition to be net-zero carbon by 2030. In its creation, we engaged with a diverse range of individuals and organisations from across the city to feed in different values, perspectives and backgrounds.

This marks the start of an exciting 10-year journey for our city. The formal launch of the Net Zero Exeter 2030 Plan which was planned to take place at the Mobilisation Summit on 26 March 2020, had to be postponed as a result of the COVID-19. However, the city's determination to be carbon-neutral by 2030 remains undiminished. Success will only be achieved through a genuinely collective effort to ensure Exeter remains one of the greatest places to live in the UK.

Together we highlight ourselves as leaders in the UK and support Innovate UK plan their future investments into supporting cities in the run up to the UN Climate Change Conference (COP 26), due to be held in November 2020 but now postponed due to COVID-19.

Together we are stronger, and to achieve an ambition of this scale, collective, practical action is what truly matters.

## The Net Zero Exeter Plan is **NOT**...

- the only carbon reduction plan within Exeter; we recognise organisations will continue to have their own plans and strategies and this plan should compliment and enable those.
- perfect; this is our first iteration of the plan, curated through engagement across the city. We expect that it will be reviewed and refined based on continuous feedback and further engagement, especially in light of the changes we are all experiencing as a result of the COVID-19 pandemic.
- a list of firm commitments or instructions; this plan sets out actions that Exeter City Futures believe can deliver the city's carbon ambition, it relies on a collaborative effort from organisations and individuals to decide if, what and how they will change their own activities to help achieve the city's shared ambition.
- a barrier; the plan isn't intended to impose rules that stifle innovation and other work occurring in the city.
- complete; there will be no such thing as a 'final version' as it will be in constant review.
- able to be fully delivered by any one organisation.

## The Net Zero Exeter Plan **IS**...

- an attempt to set out what Exeter will need to put in place in order to be net-zero carbon by 2030, based on benchmarking and public engagement.
- a document that sets out ways in which each of us can play our part in achieving the net-zero ambition, and to enable everyone across the city to engage in a meaningful way.
- built on an understanding that the city can only achieve its net-zero carbon targets if organisations, individuals and institutions take responsibility and accept they have a role and play their part.
- an attempt to focus the city on a sequence of key actions that take us to 2030 and enable these actions to be reflected in city and organisational plans.
- in constant review; this plan will be refreshed towards the end of 2020 to reflect on the position of the city as a result of the COVID-19 crisis, and then annually as the city begins to mobilise projects and action.



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# INTRODUCTION

On 23 July 2019, Exeter City Council unanimously agreed to declare a climate emergency and made the commitment to make Exeter a carbon-neutral (or net-zero carbon) city by 2030.

This ambitious target is aligned to the vision for the city and has potential to make a vital contribution to our planet and all its people.

Exeter City Futures was asked to work with people and businesses from across the city to curate a shared plan for the delivery of the net-zero carbon Exeter ambition.

This includes setting out the scale of the challenge, the likely actions that will need to be taken (and by whom), as well as an estimate of the amount of investment that will be required to ensure that Exeter is, and remains, carbon-neutral by 2030.

Exeter City Futures' work began with a programme of public engagement, as well as focussed activities with businesses, community and city leaders.

During February and March 2020, we worked with a range of partners to deliver events, inviting people from across Exeter to discuss the need for change and share their thoughts on any challenges, barriers and areas of concern as the city undertakes this 10-year journey together.

The information and responses gathered formed a collective body of evidence to inform the next steps for our city.

We had hoped that our activities would culminate at the Net Zero Exeter Mobilisation Summit on 26 March 2020. Unfortunately, the government advice regarding COVID-19 meant that this event had to be postponed.

However, Exeter's determination to be carbon neutral by 2030 remains of paramount importance. We have kept to our commitment to deliver this Net Zero Exeter Plan to the city council, and we believe that this document is now more relevant than ever.

That said, we must be realistic. Big changes are required to achieve a Net Zero Exeter and these understandably might not be top of the priority list at the moment.

Whilst a formal endorsement of this Plan by Exeter City Council is expected to be delayed whilst the council, organisations and individuals deal with the continuing impact of COVID-19, the crisis is forcing us to reassess our lifestyles, change the ways we work, and potentially to shift our values.

We now have the opportunity to take the learnings from our current challenging situation, and isolation, and turn it all into creative, positive, practical action - ready for when we return to some sense of normality.

With the nation in lock-down, we will be working over the next few months to develop ways in which people, whether as individuals, or as representatives of businesses, clubs, communities or institutions, can continue to play their part in the city's ambition to be net-zero.

Exeter City Futures will listen to how people view the plan in light of the current climate and reissue this document towards the end of the year to incorporate these changing attitudes.

This is all part of our continuing effort to connect people from across Exeter as we pull together to achieve shared goals.

*The Exeter City Futures Team*





And people stayed home  
and read books and listened  
and rested and exercised  
and made art and played  
and learned new ways of being  
and stopped  
and listened deeper  
someone meditated  
someone prayed  
someone danced  
someone met their shadow  
and people began to think differently  
and people healed  
and in the absence of people  
who lived in ignorant ways,  
dangerous, meaningless and heartless,  
even the earth began to heal  
and when the danger ended  
and people found each other  
grieved for the dead people  
and they made new choices  
and dreamed of new visions  
and created new ways of life  
and healed the earth completely  
just as they were healed themselves.

*'And People Stayed Home'*  
Kathleen O'Meara, 1869

# PART ONE



## DEVELOPING THE PLAN

# EXETER'S VISION

Exeter is a smart, intelligent city, never afraid to do things differently if it leads to making things better for everybody. It's anchored by its great location, superb education providers, spirit of working together, and absolute commitment to embracing fresh ideas and innovation.

Exeter drives the agenda for the South West of England, enjoying a global reputation in digital, data, medicine, and environmental science. Exeter has also built world-class credentials in culture and creativity; the recently awarded UNESCO City of Literature status is evidence of this.

Exeter is consistently named as one of the best places to live in the UK and it's important that as the city grows we ensure the wellbeing and prosperity of our communities, as well as acting as a regional focus for jobs, leisure, culture and shopping. To continue thriving, Exeter, like any city, must have a clear plan for how we respond to changes in technology, social expectations and the environment.

Over time, Exeter's clear urban structure, based on historic patterns of movement and natural features, has been put under huge pressure by the growing demands of the city. Green spaces and linear routes along valleys and watercourses do not always connect, so may not provide a safe and healthy way of moving around the city.

With the commitment to becoming carbon-neutral by 2030, Exeter has the opportunity to show leadership within the region. Through decisive implementation of policies, innovations and investment, the decisions we make now will shape the way we live, and our environmental impact, for decades to come.

Where possible throughout this plan we have identified existing (or emerging) policies and strategies that will play a role. There are also some key strategies and programmes being developed in the city and aligning these with the Net Zero Exeter 2030 Plan will be critical to ensuring success, such as:

## The Exeter Transport Strategy

As the highway authority Devon County Council has a statutory responsibility to provide and manage the city's transport infrastructure. In consultation with the city council, Devon County Council develops strategies for transport infrastructure to ensure that future development is provided for and managed in a way that takes full account of social, economic and environmental needs.

## The Liveable Exeter Housing Delivery Programme

This recently released document highlights where the city can attract major investment and renew its infrastructure for the 21<sup>st</sup> Century with the aim of improving people's lives and wellbeing. It demonstrates the capacity for urban renewal and densification to also relieve pressures on the infrastructure and communities of the surrounding, more rural districts, and protect the setting of Exeter.

## The Greater Exeter Strategic Plan

Greater Exeter has a vision for growth as a connected city region consisting of thriving linked communities set within an exceptional environmental setting. This clear vision represents a commitment from the partners of the Greater Exeter Strategic Plan (GESP) to strengthen neighbourhoods, create new communities; invest in sustainable transport, and deliver the infrastructure needed to attract investment and improve quality of life. The target date for implementation of the GESP is 2023. Exeter's local plan will follow and building will take place over 20 years.



# EXETER'S TRANSPORT STRATEGY

## Exeter Transport Strategy (2020 – 2030)

The draft Exeter Transport Strategy set out ambitious aspirations, including for 50% active travel and a new zero-emission transport subscription service. This provides a positive start as transport begins the shift towards achieving net-zero. Central to this strategy will be to address constraints on sustainable transport networks, providing the basis of a connected city region and deliver interventions that contribute to improved quality of life, utilising technological opportunities to integrate information and engage with people about the travel choices they make.

The proposals aim to provide an ambitious, but realistic, transport strategy that is embodied in the following three key themes:

- **Greater Connectivity** will see enhancements made to key transport corridors in the travel to work area in order to support productivity growth. It proposes providing a consistent standard of frequency of both rail and inter-urban bus routes and strategic cycle trails between key settlements. To capture those living in rural areas around Exeter with limited sustainable travel choices, there will be a Park and Ride on all key corridors into the city.
- **Greater Places for People** will see increases in the number of trips being completed on foot or by bike, aiming to deliver the Exeter City Council's aspiration of making Exeter the most active city in the country. This will be done through enhancing pedestrian / cycling networks to connect residential areas to economic hubs around the city, reallocating road space for walking and cycling and creating more attractive public spaces.
- **Greater Innovation** will see the Exeter City Council and Devon County Council looking to utilise new and innovative technologies to make travel easier and help the city's transport networks operate more flexibly and efficiently. A key piece of innovation will be the development of a new zero-emission transport subscription service. This platform will join up an electric vehicle car club, the UK's largest on street electric cycle hire network and proposed low-carbon bus services.

## Transport Steering Group

The Transport Steering Group comprises members and officers from Devon County Council and Exeter City Council. It was assembled to improve communication between the two authorities and the co-ordination of activities to

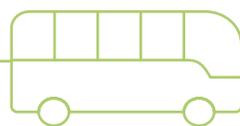
ensure, where possible, a collective view is formed on transport matters affecting its area. The group is an advisory body and its view is intended to be taken into account by its member authorities when they take decisions using their own statutory powers.

## Carbon Impact Assessment

The expected annual carbon impacts from potential interventions have been calculated for the forecast year 2031. Findings show that reducing travel, reducing vehicular capacity, sharing and electrifying of car travel offer the biggest carbon savings per pound spent. Furthermore, combining these actions with walking and cycling measures offer even greater carbon saving potential.

Examples of the highest priority carbon reducing measures include:

- Electric car club vehicles
- Sustainable travel enhancements achieved by vehicle capacity reduction
- Targeted travel planning at new interventions
- Linking public transport enhancements with improved electric vehicle/bike facilities



# FUTURE PLACEMAKING IN EXETER

## The Liveable Exeter Programme

The Liveable Exeter programme provides an opportunity to renew the structure of the city so that it can accommodate the sort of change and attract the investment it needs for its communities to prosper in the future.

The programme is focused on delivering a series of new sustainable neighbourhoods and communities within Exeter – building on Garden City principles. These will be mixed-use communities which, together, will deliver up to 12,000 new homes with spaces for people to live, work, play and for businesses to grow and prosper.

## The Future Places Toolkit

To support the delivery of these future communities The Future Places Toolkit has been developed to establish principles to guide the development of these future neighbourhoods.

These principles will help realise Exeter's ambitions in terms of delivering clean and sustainable growth, and also ensure that development is delivered that responds to the character of the city and its setting.

It is hoped that this will position Exeter as a global exemplar of sustainable and inclusive growth and ensure that we meet today's challenges with innovative, bespoke and dynamic solutions to deliver a future Exeter that everyone can be proud of and benefit from.

The toolkit identifies five multifaceted drivers that are unique to Exeter and offer principles to shape the future of the city. It provisionally identifies 25 future city districts within the city and has developed 12 ingredients for Future Placemaking in Exeter.

Using this information, it will then be possible to identify the dominant motivations for change within a given neighbourhood and apply the relevant ingredients for Future Placemaking. This will ensure that future developments respond to their setting and the existing character of their location. In creating sustainable and inclusive new communities, it will also yield developments capable of supporting the city in delivering on its ambition for the future.

These placemaking ingredients align strongly to the ambition to be a net-zero carbon city and the linkages are identified throughout this plan document.

## The Future Places Toolkit:

### 12 Ingredients for Future Placemaking

- **Prioritise Healthy Travel**
- **Less Cars - More Trees**
- **Future Building Interfaces**
- **Physically Connected**
- **Park and Move**
- **Less Parking - More People**
- **Future Building Typologies**
- **Digitally Responsive**
- **Reclaim Roads**
- **Diversify Uses**
- **City Landmarking**
- **Distinct Identities**



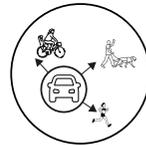
# FUTURE PLACEMAKING IN EXETER

## THE FUTURE PLACES TOOLKIT: 12 INGREDIENTS FOR FUTURE PLACEMAKING



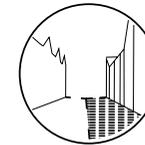
### Prioritise Healthy Travel

Healthy travel infrastructure is in the foreground with essential vehicular access becoming peripheral. Dedicated routes for pedestrians and bikes are provided and take the place of arterial routes in and out of the city previously dominated by cars.



### Park and Move

New transport hubs enable car free neighbourhoods. They provide transitions from inward car travel to sustainable alternative transport within the city. The 'park and move' concept facilitates the transition from car, bus, train or tram to healthy travel.



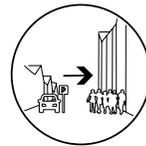
### Reclaim Roads

A huge amount of 'highway real estate' is reclaimed and re-purposed as a result of the move to car free neighbourhoods. This space is used to create new public spaces, accommodate alternative means of transport and introduce new buildings and uses. Development exploits the opportunities provided by a car free future.



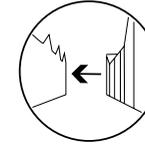
### Less Cars - More Trees

Tree planting exploits the space previously dominated by cars providing over 3,000 trees throughout the city on major routes. Increased biodiversity, carbon sequestration and improved air quality through the introduction of extensive flora and fauna define the city's identity.



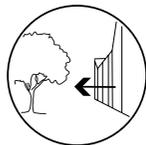
### Less Parking - More People

Increased density of housing provides the support for more locally accessible facilities. The removal of large areas of parking and road infrastructure allows for buildings to be placed closer together, better framing public spaces. The critical mass to support local centres is created by infill developments and an increase in building heights.



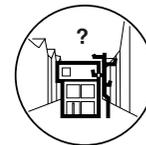
### Diversify Uses

Integrating a mix of uses focussed around local centres creates diversity and activity - moving away from single use zoning. Large single use areas are obsolete and a mix of facilities, amenities and building types are integrated to compliment and support the historic provision.



### Future Building Interfaces

The shift to a new public realm of green corridors from car dominated roads creates new interfaces between buildings and their surroundings. Buildings are designed to take advantage of these opportunities with active frontages and careful consideration to thresholds with public space.



### Future Building Typologies

The Future Drivers introduce the potential for new building typologies that are imaginatively designed taking maximum benefit of the opportunities their new context creates: double fronted housing on reclaimed roads; riverside housing turning back to the river; or mixed use development above and between existing single use buildings.



### City Landmarking

Visual connections and landmarks are key characteristics of Exeter: views from the city centre to the landscape around and from the outlying neighbourhoods to the Cathedral, river and other notable landmarks. These visual queues help with way finding and as points of orientation.



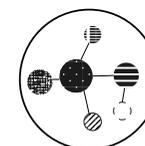
### Physically Connected

Connections and permeability are maximised with barriers broken down to create larger walkable areas and accessible links to local centres. These connections are continuous between districts as well as out to rural settlements and surroundings whilst prioritising healthy travel.



### Digitally Responsive

Development takes maximum benefit of the latest digital technology to create places and buildings that are more responsively maintained, managed and resourced. High speed data connections help to augment existing links and sustainably draw on skills and resources throughout the city and from the rural surroundings.



### Distinct Identities

Exeter is a city made up of historic urban villages. Within each future district, development reinforces historic defining characteristics to create distinct identities. The reinforcement of existing identity compliments place branding to strengthen the character of the city.

# EXETER'S COMMITMENT TO CLIMATE ACTION

Exeter has been playing a role in rising to the critical climate change challenge for some time and the city has a world-class reputation in climate and environmental research. Over the past decade Exeter City Council has pioneered Passivhaus standards in the UK, deployed renewable generation across their public sites and delivered large-scale district heating networks.

Exeter City Council has already committed to becoming a carbon-neutral council by 2022 as well as taking steps to consider staff travel and working patterns. Much of the city council's fleet of vehicles has been replaced by electric vehicles. Switching to electric pool cars for staff out and about on official duty, has provided a 75% reduction in CO<sub>2</sub> emissions compared to 2010 figures. Replacement of the council's ageing diesel-powered vans has cut carbon emissions of the entire transport fleet by 35%.

The council's own development company Exeter City Living is also building Exeter's first city centre Passivhaus homes.

In 2017 Exeter was selected as one of the Sport England Local Delivery Pilots and launched a programme to make Exeter the most active city in the UK, contributing towards carbon reduction as well as improving health and wellbeing.

Exeter City Council was a founding member of Exeter City Futures Community Interest Company; bringing together some of the largest employers in the city - Exeter City Council, Devon County Council, Exeter College, the University of Exeter, Oxygen House Group and the Royal Devon and Exeter NHS Trust Foundation - alongside a wide range of business and community partners to work towards a carbon-neutral Exeter that remains a great place to live.



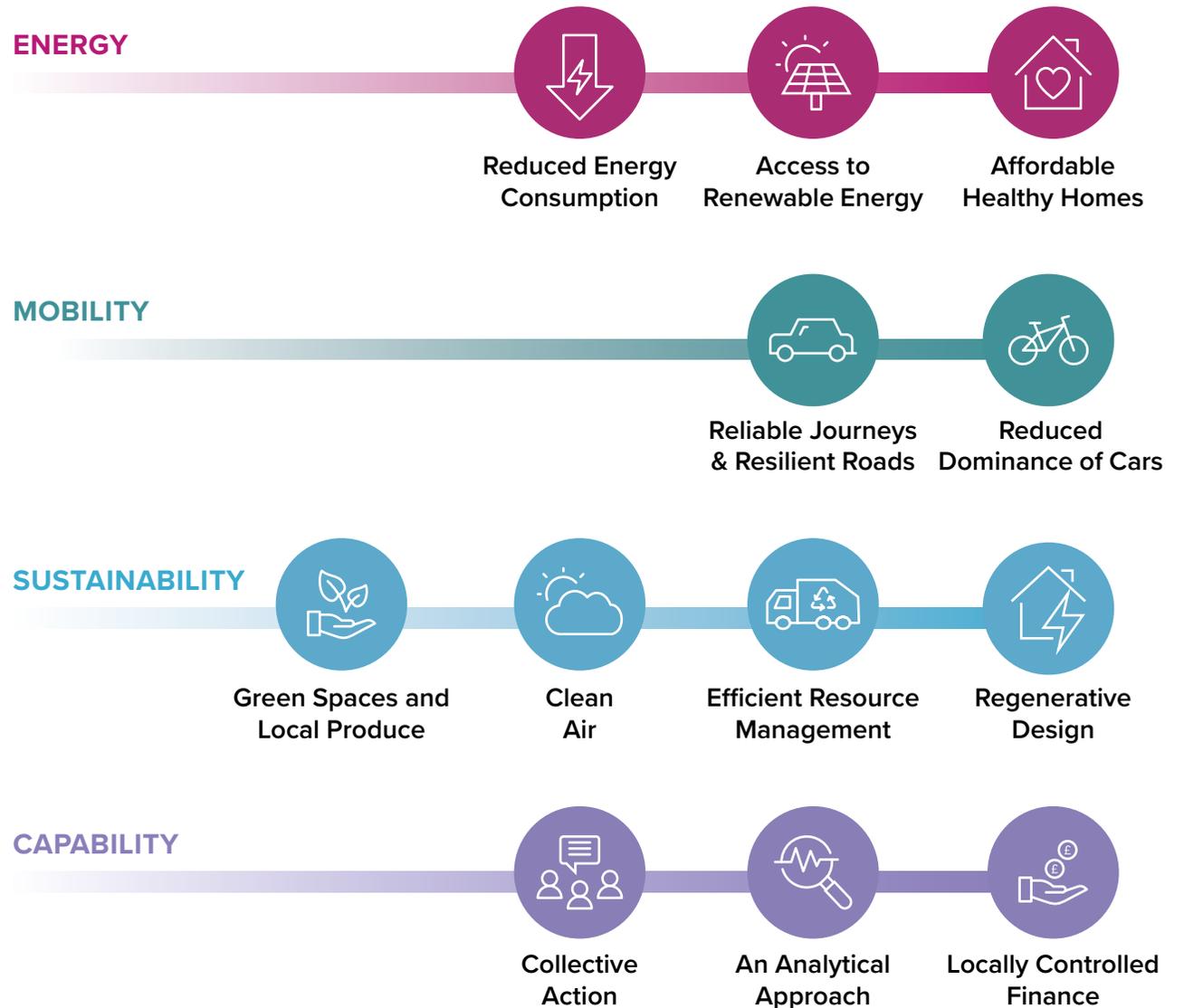
# NET ZERO FRAMEWORK

Exeter City Futures has already taken steps to engage with the residents and organisations of Exeter to create the supporting environment and governance for delivering the commitment to be carbon-neutral by 2030.

Our mission is to bring Exeter’s businesses, individuals, communities and leaders together and provide the coordination and focus needed to deliver the city’s carbon ambitions. Since our incorporation in 2016, we have undertaken extensive engagement activities to establish 12 Goals that reflect the priorities of the residents and business within Exeter.

These 12 Goals form the basis of the approach to the delivery of a Net Zero Exeter and can be grouped into four themes that align strongly with the themes of many other leading cities.

- ENERGY
- MOBILITY
- SUSTAINABILITY
- CAPABILITY



# A PLAN CO-PRODUCED WITH THE CITY

In September 2019, Exeter City Council asked Exeter City Futures CIC to work with the city to curate a shared plan for Exeter to be net-zero carbon by 2030.

The commitment to achieve a carbon-neutral city will require significant change to be made at all levels; changes that will affect individuals and businesses as well as the political environment.

There is an overwhelming support for climate action within Exeter, but it's important to consider how different people may perceive the idea of change, be that with positivity, guilt, fear, or helplessness. Many people will have legitimate concerns about the city's commitment to the ambition or about whether we have the capacity and / or capability to deliver the stated outcomes.

To ensure a just transition to a carbon-neutral future it is important to listen and capture these concerns so that they can be addressed.

Exeter City Futures has sought to provide a space for the general public, businesses and politicians, to express their opinions and make contributions in response to the requirements set out in the [Net Zero Exeter Blueprint](#). Our aims of this process have been to:

- Inform organisations and residents about the development of the Net Zero Exeter 2030 Plan and publicise it through the Exeter City Futures supporters network and business networks (e.g. Exeter Chamber of Commerce, Federation of Small Businesses Exeter (FSB)), as well as with the general public.
- Gather feedback on the Net Zero Exeter Blueprint from various groups to ensure the actions to be presented in the Net Zero Exeter 2030 Plan reflect the view of the city.
- Understand where there are concerns and barriers - or areas of priority - for politicians, organisations and individuals.

“

**Should I join a climate protest? Can I do anything about it? Sometimes I choke on fumes. Should I change my diet? Is using my legs for transport enough?**

Resident Voice

”

“

**We worry that local policy will be unpopular policy**

Political Voice

”

“

**How to do my bit when it means sacrifices and maybe giving up things I like?**

Resident Voice

”



# A PLAN CO-PRODUCED WITH THE CITY

## WHO HAS DRIVEN THE PROCESS?

This process sought to engage as much of the city as we could. Some of our activities were curtailed by the appearance of COVID-19, but we were able to complete most of our activities.

The Exeter City Futures team has been the driving force, trying to involve everyone across the city through a series of formal and informal events. The majority of events were face-to-face, but after the government placed the UK in lockdown in March 2020 the final workshops with community leaders and campaign groups were held online using open collaboration tools. We were supported by a number of partners:

- **Encounters Arts**

A Totnes based company of artists, producers, facilitators and change agents who seek to create the conditions for a creative, caring, connected world in which all can learn to flourish, living together within the Earth’s ecological limits. Leading the Net Zero Exeter creative engagement activities with the general public.

- **We are Liminal**

A collective intelligence community, focussed upon addressing complex and collaborative challenges and providing insight, support and facilitation. Supporting the design and delivery of the Net Zero Exeter business and political workshops.

- **Smith & Jones**

A marketing agency, designing the communications strategy for the Net Zero Exeter brand and Mobilisation Summit.

- **Exeter City Council**

Supporting communications and event planning to ensure alignment with other city events.

- **Bowater Communications**

Leading the event management for the Net Zero Exeter Mobilisation Summit.

- **OggaDoon PR Agency**

Exeter City Futures retained PR agency, supporting national promotion of Exeter’s carbon-neutral ambition.

## List of Participatory Events

| Participatory Events                                    | No of Participants |
|---|--------------------|
| <b>Political Barriers Workshops:</b>                    |                    |
| 5 February, Exeter Civic Centre                         | 32                 |
| <b>Business Barriers Workshops:</b>                     |                    |
| 18 February, Exeter Civic Centre                        | 70                 |
| <b>Public Engagement:</b>                               |                    |
| 21 Feb   The Beacon Community Centre                    | 25                 |
| 22 Feb   Cathedral Green (The Big Green Event)          | 60                 |
| 23 Feb   Piazza Terracina, The Quay                     | 25                 |
| 3 March   America Hall, Pinhoe                          | 14                 |
| 3 March   Exeter Library, Castle Street                 | 26                 |
| 4 March   Wonford Community Centre                      | 18                 |
| 17 March   St Thomas Shopping Centre*                   | -                  |
| 17 March   Tesco Extra - Exeter Vale Branch*            | -                  |
| *cancelled due to Covid-19*                             |                    |
| <b>Online survey for businesses</b>                     | 22                 |
| (shared via FBS and Chamber of Commerce)                |                    |
| <b>Online Blueprint Feedback Survey</b>                 | 6                  |
| <b>Online Community Leader Workshop: Mobility</b>       | 2                  |
| <b>Online Community Leader Workshop: Energy</b>         | 2                  |
| <b>Online Community Leader Workshop: Sustainability</b> | 2                  |
| <b>Online Community Leader Workshop: Capability</b>     | 0                  |
| <b>TOTAL PARTICIPANTS</b>                               | <b>302</b>         |

Further direct feedback was received via the Exeter City Futures email inbox, and through direct contact with the Exeter City Futures Managing Director by telephone.



# A PLAN CO-PRODUCED WITH THE CITY



## CREATIVE ENGAGEMENT

During February and March 2020, Encounters Arts led creative engagement sessions, enabling people across Exeter to explore the vision for a carbon-neutral Exeter, the need for change and to share their thoughts on everyday challenges, barriers and areas of concern. The purpose of the engagement was to inform people of the Net Zero Exeter commitment and find out where there is energy for change.

Overarching concerns from participants on the general subject of the climate emergency included concerns around whether continued growth would lead to rising emissions, as well as whether it was possible to change attitudes. There was concern about the lack of collaboration across local and central Government to deal with the emergency. The desire for collective action and local ownership was clear.

This section summarises some of the common themes arising. The full report on the engagement can be downloaded from the [Exeter City Futures website](#).



# A PLAN CO-PRODUCED WITH THE CITY

**IN ORDER THAT WE  
CAN ALL LEARN TO  
FLOURISH, LIVING  
TOGETHER WITHIN  
THE EARTH'S  
ECOLOGICAL LIMITS:**

**WHICH ASPECTS  
OF THESE GOALS  
WOULD YOU MOST  
LIKE TO SEE?**

COMMON THEMES:

## ENERGY

- Changing attitudes to reduce consumption
- Renewable energy leading to lower energy costs
- Improving existing homes rather than building new
- Affordable homes for local people, especially young people

## MOBILITY

- Consistent public transport service across Exeter
- Reduce cars to reduce air pollution and increase safety and wellbeing
- Reclaim the streets for green space and people

## SUSTAINABILITY

- Green spaces for people's health (mental and physical)
- Trees and green spaces for carbon storage
- Local produce: lower food miles, healthier, seasonal, local jobs
- Reduce air pollution, particularly near schools

## CAPABILITY

- Create communities of action: sustainable, empowering, effective
- Work with people, government and business
- Understand the bigger picture yet work locally to take effective action



# A PLAN CO-PRODUCED WITH THE CITY

**IS THERE ANYTHING ABOUT THE VISION TO MAKE EXETER CARBON NEUTRAL BY 2030 THAT CONCERNS YOU?**

COMMON THEMES:

## ENERGY

- Concerns around use of precious resources to build renewable infrastructure
- Issues of building more as opposed to renovating existing housing stock
- Concerns over intensive student housing and need for mixed communities

## MOBILITY

- Cost of public transport
- Unreliable public transport
- Rural access to public transport
- Safety concerns around cycling

## SUSTAINABILITY

- Trees being cut down rather than tree cover increased
- Ability of supermarkets to stock local produce
- Carbon emissions and materials used in manufacturing and infrastructure of electric cars
- Need to reduce consumption, not just recycle

## CAPABILITY

- Equality and taking all views into account
- Concerns around use of technology and ownership of data
- Affordability and who has financial control

“

*All my children cycle and I am so worried about them when they go out. My eldest has had so many near misses even when he is on the cycle path because cars won't move over or pull out without checking properly*

Resident Voice

”



# A PLAN CO-PRODUCED WITH THE CITY

**WHEN IT COMES TO EVERYONE TAKING ACTION TOWARDS THESE GOALS, WHAT BARRIERS AND CHALLENGES CAN YOU SEE FOR YOU, YOUR FAMILY AND YOUR COMMUNITY?**

## COMMON THEMES:

### ENERGY

- Cost of insulating existing homes and retrofitting renewable technologies
- Lack of support for people on low incomes
- Viability / permissions of renewable technologies for existing homes
- High cost of housing
- Developments without amenity, leading to need for private cars

### MOBILITY

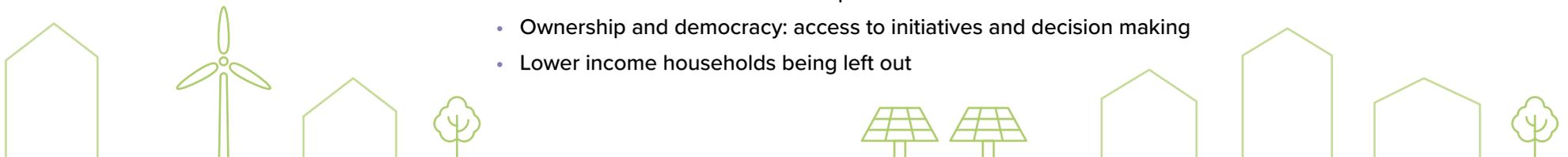
- Cost of public transport
- Unreliable public transport
- Safety concerns around cycling
- Cars are still most convenient

### SUSTAINABILITY

- Lack of community owned public spaces
- Unsafe roads and unaffordable public transport
- Lack of information, skills and opportunity to reduce consumption and recycle

### CAPABILITY

- Difficulties in engaging everyone in common goals and changing attitudes.
- Lack of information and clear steps for individuals and business to take
- Ownership and democracy: access to initiatives and decision making
- Lower income households being left out



# A PLAN CO-PRODUCED WITH THE CITY

**CAN YOU THINK  
OF WAYS IN WHICH  
THE BARRIERS AND  
CHALLENGES COULD  
BE OVERCOME?**

**WHAT OPPORTUNITIES  
CAN YOU SEE  
FOR YOU, YOUR  
FAMILY AND YOUR  
COMMUNITY?**

## COMMON THEMES:

### ENERGY

- Information, policy and enforcement
- Changing attitudes to reduce consumption
- Locally-owned energy initiatives
- Enabling homes to install renewables
- Affordable homes for young people

### MOBILITY

- Nationalising public transport
- Integrated transport schemes
- Incentivising walking
- More and safe cycling routes
- Car share schemes
- Reclaiming the streets for people and green spaces

### SUSTAINABILITY

- Increase tree cover
- Land for community growing schemes
- Support local food growers and traders
- Reduce plastic, especially single-use
- Increase recycling, reuse and refills
- Change attitudes to reduce consumption

### CAPABILITY

- Connect communities, business and local authorities
- Provide resources for communities to take action
- Education, skills sharing, meetings and creative activities
- Information hubs
- Citizen-owned companies and cooperatives

**“**  
Comprehensive  
policy on energy  
and better  
information  
for households  
**”**

Resident Voice

**“**  
Green corridors across  
the city so people can  
walk and cycle with  
their family and feel  
safe away from cars  
**”**

Resident Voice



# A PLAN CO-PRODUCED WITH THE CITY

## REFLECTIONS FROM POLITICIANS

On the 5 February 2020, city and county councillors came together to consider their response to the Net Zero Exeter Blueprint and start to consider where the challenges lie from a political and policy perspective. Here we summarise the key barriers raised. The full summary can be downloaded from the [Exeter City Futures website](#).

### Communicating messages

There is concern amongst councillors about how they will be able to explain difficult messages to constituents e.g. about removing parking, reallocating road space for walking and cycling or asking them to make changes to reduce energy demand. For politicians who rely on public support and who are duty bound to represent the interests of their wards, this will be hard to overcome.

### Reducing inequality

Environmental problems tend to affect the vulnerable and poorest hardest. Exeter has pockets of severe deprivation and councillors were keen to ensure that those who are most vulnerable or experiencing exclusion or poverty are prioritised, and able to access / benefit from the carbon reduction measures.

### Being honest with ourselves

Although the Full Council agrees that net-zero is the right thing to do, there was a concern that there isn't enough appreciation of the scale of the challenge.

### Lack of policy control

Exeter doesn't have control over the transport strategy and although they can seek to influence, this was highlighted as a potential barrier. Exeter also has limited ability to control development in the city and the City Council struggles to enforce higher than national standards with appeals often overturned by government.

### Working together

In order to facilitate a shift towards carbon-neutrality it will be important to find ways to influence people to make change, possibly offering incentives. It is unclear at this stage what these might need to be or how they could be delivered. What was clear was that there was a need for increased collaboration between City and County Councils and also with businesses and residents.

### Lack of knowledge

Knowledge and technical understanding was raised as a barrier across all themes. There was a concern that without good / trusted advice the city (and its residents) could be mis-sold technologies or systems that don't deliver the desired impact. It was also considered important to establish ways of measuring progress and mechanisms to properly value things like green space.

### Finance

There was a recurring barrier raised across all themes - how will it all be paid for?

**Minds are not yet thinking big and bold and ambitious enough. Some councillors appear to think we are doing quite well actually**

Political Voice

**This needs bold leadership from our leaders**

Political Voice



# A PLAN CO-PRODUCED WITH THE CITY

## REFLECTIONS FROM BUSINESSES

There is a large business community within Exeter, with the majority of organisations having fewer than 250 employees. We sought to engage the business voice through the Chamber of Commerce and the Federation of Small Businesses who shared a survey with their Members to capture a range of perspectives.

A selection of businesses of different sizes and from different sectors were invited to attend a workshop on 18 February 2020. The enthusiasm for the commitment to become a net-zero city was clear, with us needing to spill over into a second room because of the numbers that came. Many of the businesses who attended wanted to discuss the mobility theme, with access for staff and customers being seen as a key priority for businesses. Below we summarise some of the key issues raised, the full transcript of barriers and comments captured can be downloaded from the [Exeter City Futures website](#).

### Competitive advantage

Unsurprisingly, the need to retain competitive advantage was a key barrier raised. There was a lack of understanding about how to articulate the benefits to the business of change which is often perceived as too difficult and too expensive. A specific element of this was the feeling that a

lack of local / national regulation meant that the “playing field wasn’t level” and a concern that investing when others didn’t need to would put businesses at a commercial disadvantage.

### Employee benefits

Many organisations offer car allowances or on-site parking as part of staff benefit packages with these seen as important to attract the best talent. Whilst most businesses articulated the benefits of new incentives that favoured walking and cycling, there was a concern that if they removed car allowances or parking they may no longer be seen as having a competitive offer.

### Lack of clarity on policy

Businesses struggle to make decisions or investment without clear and consistent legislation. Short-term politics and changing environments make companies reluctant to invest in change. Businesses raised lack of information and policy guidance (specifically around carbon reduction) as a barrier.

### Lack of viable alternative to the private car

This was a particular challenge for organisations who have staff commuting from rural areas or working variable hours and late shifts. If staff are struggling to get into work, this affects both recruitment and staff retention, as well as delivery

of business services. A need for reliable public transport to move staff in from outside the city was raised as critically important to support a shift away from the car.

### Lack of collaboration:

Across city organisations there is little currently in the way of joined-up approaches to procurement or investment. Businesses were keen to consider methods to support the sharing of learnings particularly relating to trials of sustainable approaches (e.g. waste management, reuse / sharing). A new approach to collaboration could result in efficiency improvements and cost savings as well as helping to future-proof local businesses.

**Policy makes things happen - everything else is optional. Sustainability should be embraced and embedded at every level. Having consistency across sectors**

Business Voice



# EXETER YOUTH AND NET ZERO EXETER

As the city begins to work towards the delivery of this plan, we believe that it is important to ensure that we take into account the perspectives of young people.

Young people are the future of Exeter, and all cities. They have an increasingly strong social and environmental awareness, which has the power to transform our communities. Many of the policies and plans that are being proposed in this document will affect young people, now or in the future. They should, therefore, be given a chance to take an active part in decision-making at local, national and global levels.

The UK Youth Parliament has over 364 representatives and is made up of democratically elected members aged between 11-18. In the past two years, over one million young people have voted in the UK Youth Parliament elections to select members of Youth Parliament (MYPs). These MYPs have the opportunity to run campaigns, and get involved in local and national decision-making, representing their peers on issues that matter to them.

A key aspect of Youth Parliament is the national youth ballot, Make Your Mark, which gives the opportunity for all young people aged 11-18 to vote on their top concerns and fight for change. The results of this ballot then inform the UKYP campaign activity of the following year.

In 2019, young people across the UK voted to prioritise climate change as the UK campaign issue, naming the campaign Protect our Future.

Exeter's young people are actively involved in local democracy and calling for action on climate change. Devon currently has four recently elected members of Youth Parliament (MYPs), one per region.

Alongside climate change there are a range of other issues that are of great importance to local young people, depending on where in Devon they live. For Exeter itself, the most important issues after the environment are homelessness; improved public transport; mental health and wellbeing; as well as concerns over drugs and alcohol.

Fridays for Future Exeter has developed a proposal for a Green New Deal for Devon to address the system of unrestrained economic growth that has not produced equally-distributed wealth, resilient communities, or a stable ecological climate. This is part of a growing national and European movement<sup>1</sup> that sets out principles to guide the response to the climate crisis in a way that prioritises social justice, delivers well-paid, meaningful jobs and a habitable future.

In 2020, Exeter City Futures will seek to expand the range of youth organisations and young people involved with the Net Zero Exeter 2030 Plan and its subsequent iterations to ensure that the plan, and how it is delivered, reflects their priorities and views.



<sup>1</sup>[www.greennewdealuk.org](http://www.greennewdealuk.org)  
[https://ec.europa.eu/info/strategy/priorities-2019-2024/european-green-deal\\_en](https://ec.europa.eu/info/strategy/priorities-2019-2024/european-green-deal_en)



# EXETER YOUTH AND NET ZERO EXETER

## Georgia Howell, newly elected Member of Youth Parliament for Exeter, shares her view on the development of the Net Zero Exeter 2030 Plan.

Last year, young people across the country voted in an annual ballot, 'Make Your Mark', to decide which issues were most important to them. The climate crisis was voted, by a significant amount, the most important issue, showing the care, and yet unfortunately the fear, that many young people are feeling about the condition of our planet.

The younger generations of Exeter have been fighting relentlessly against the climate crisis, by speaking out against issues and striking with the Fridays for Future movement. These strikes have given us a sense of hope; the feeling of power, unity and purpose.

However, we aren't being informed about the decisions being made, which causes concern and fear among young people. We are scared for our futures, for your futures.

With this conspicuous lack of communication between the activists and the decision makers, we are left in the dark, feeling disheartened and helpless.

It's evident that the people, both young and old, fighting for climate justice are fully aware of the causes and consequences of climate change. However, many members of our society remain uninformed regarding the climate crisis or believe that it's someone else's issue - that someone else will 'sort it out', which is not the case. This must be a team effort. With the publication of the Net Zero Exeter 2030 Plan, we need to spread the word. We need to show that we, in Exeter, are passionate about this world issue, and we need to educate the whole city about the crisis in order for us to unify and make long-lasting change for the better.

Young people, as well as being regularly informed about successes and progress by decision makers, would like to see real changes in our day-to-day lives. A relatable example of such a change would be improvements in our public transport, which is currently inaccessible to many, due to high costs and restricted routes.



By expanding the bus routes and decreasing (or eliminating) fares for students and the elderly, we may see an increase in usage of such transport systems, leading to an overall decrease in carbon dioxide emissions.

The young people have spoken, they are speaking and will continue to speak out until we reach our goal - a greener future for the world, beginning with our home in Exeter.

Georgia Howell



# PART TWO



## THE NET ZERO EXETER 2030 PLAN

# THE NET ZERO EXETER 2030 PLAN

The Plan for a Net Zero Exeter aligns to the framework established by Exeter City Futures' four themes and 12 Goals. The goals correspond to the major issues that the plan is intended to address in a collaborative way. Each of these areas has a number of specific actions and monitoring indicators that will enable us to assess the plan's progress.

Some of the required actions are expected to deliver a direct impact on carbon emissions within the city. These are clearly presented within each theme section.

Each of the 12 Goals is presented with relevant direct and enabling actions, as well as some specific indicators that we have already identified to demonstrate that we are meeting the 12 Goals.

We have sought to find examples of where similar actions have been identified across the UK and globally and have used best available open source data and a range of assumptions to estimate the potential carbon reduction and required investment.

Going forward, a more comprehensive assessment of the carbon cost will need to be undertaken for all measures proposed in Exeter .

Please note that the 12 Goals are numbered for tracing actions, not for priority. We have also highlighted where existing plans and policies exist in related areas, accepting that these may not yet be aligned to the actions in this plan.

Linkage to the placemaking ingredients identified within the Liveable Exeter Housing Delivery Programme is also made to show how the vision for the city aligns to net-zero carbon ambition.

The data and assumptions can be viewed within our Net Zero Exeter 2030 Plan Spreadsheet which can be downloaded from the [Exeter City Futures website](#).

P26

## THEME 1 ENERGY

P33

## THEME 2 MOBILITY

P39

## THEME 3 SUSTAINABILITY

P50

## THEME 4 CAPABILITY



# ENERGY

Energy is essential for our city. It provides heat for our homes, powers our transport and keeps our healthcare system running.

In a world where natural resources are finite, establishing an affordable, locally-generated green energy supply is vital to maintain our quality of life and to improve Exeter's energy security and resilience.

Rising energy prices, energy inefficient housing and low incomes have resulted in high levels of fuel poverty across the UK.

The health effects of living in a cold, poorly-ventilated home are well-established, ranging from cardiovascular and respiratory problems to depression. There is also evidence of wider social impacts<sup>1</sup>, such as social isolation, with some people having to make choices between heating their home or buying the food they need.

## Alignment to Ingredients for Future Placemaking [\[see page 10\]](#)

- Future Building Interfaces
- Future Building Typologies

Meeting Exeter's goals for '**Reduced Energy Consumption**', '**Access to Renewable Energy**' and '**Affordable Healthy Homes**' will require access to new renewable energy generation technologies, increased public and private investment, a strong and engaged community who want to make change, and a focus on both regulatory frameworks and innovative business models that can transform our local energy systems.

We will need to identify ways to improve the efficiency of new and existing homes while ensuring that we don't make them less affordable.

**31.8%** OF BUSINESSES WHO RESPONDED TO OUR SURVEY STATED THAT THEY WOULD LIKE SUPPORT TO IMPLEMENT PROGRAMMES OF ENERGY REDUCTION



## Reduced Energy Consumption



## Access to Renewable Energy



## Affordable Healthy Homes



<sup>1</sup> [www.gmjournals.co.uk/fuel-poverty-significant-cause-of-preventable-ill-health](http://www.gmjournals.co.uk/fuel-poverty-significant-cause-of-preventable-ill-health)

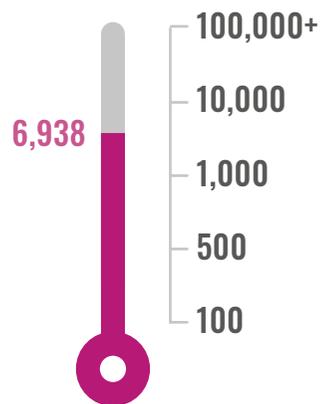
# PRIORITY ACTIONS

Encourage all organisations in Exeter (including schools) to commit to energy reduction measures, including demand reduction, upgrade of building insulation and heating.



## CARBON SAVING

TONNES PER YEAR



INDICATIVE COST / RESOURCE

£ 0

1

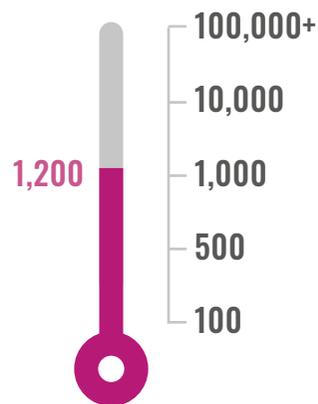


Refine local planning policy so that it requires the highest energy efficiency standards (e.g. passive) in all new domestic, industrial, commercial and public buildings.



## CARBON SAVING

TONNES PER YEAR



INDICATIVE COST / RESOURCE

£ > £100m

1

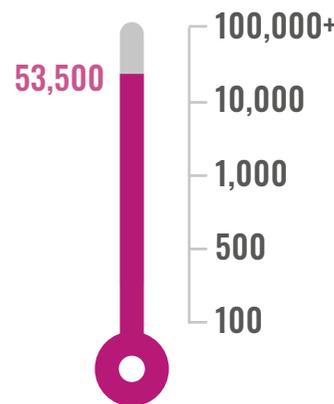


Ensure that 100% of electricity consumed by the city is generated from clean sources.



## CARBON SAVING

TONNES PER YEAR



INDICATIVE COST / RESOURCE

£ £0

0

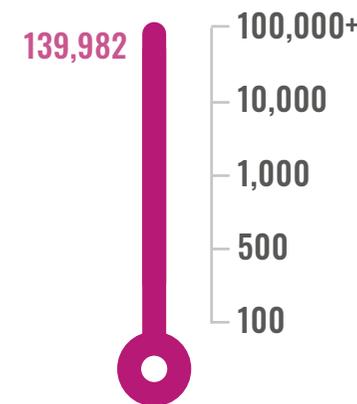


Conduct multi-authority strategic planning to exploit the maximum potential for renewable generation (solar, wind, geothermal).



## CARBON SAVING

TONNES PER YEAR



INDICATIVE COST / RESOURCE

£ > £50m

0.5



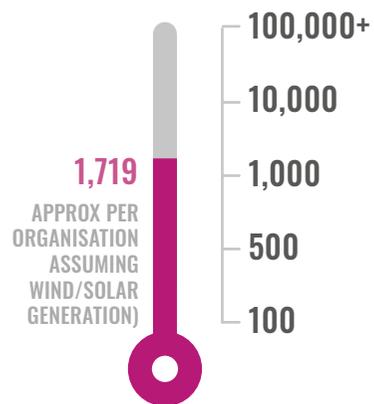
# PRIORITY ACTIONS

Transition public-sector buildings over to locally-generated renewable sources of energy (e.g. solar, district heat networks).



## CARBON SAVING

TONNES PER YEAR



INDICATIVE COST / RESOURCE

£ ~£5m

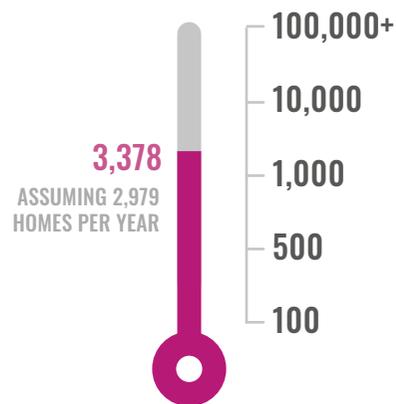


Enable retrofit of domestic homes across the city to achieve energy performance ratings of C+.



## CARBON SAVING

TONNES PER YEAR



INDICATIVE COST / RESOURCE

£ > £100m

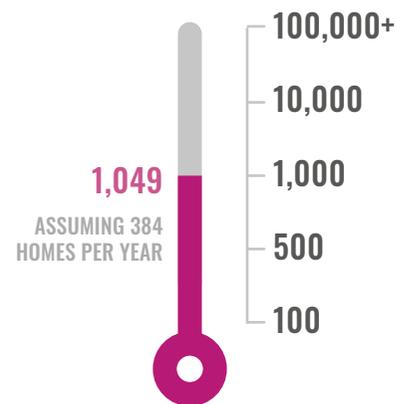


Retrofit council-owned properties using programmes such as EnergieSprong (or equivalent).



## CARBON SAVING

TONNES PER YEAR



INDICATIVE COST / RESOURCE

£ > £100m



Enforce private rental standards to ensure that all properties meet minimum energy performance ratings (A-E).



## CARBON SAVING

TONNES PER YEAR



INDICATIVE COST / RESOURCE

£ 0



# GOAL 1

## REDUCED ENERGY CONSUMPTION



Greater Exeter consumes 10TWh of energy every year – enough to make 368 trips to the moon or to drive around the Earth 1.5 million times.

This use is set to grow. Existing energy consumption patterns already cost our residents and businesses over £900m each year; a significant cost to many families and a particular burden to those in fuel poverty.

In a Net Zero Exeter, residents and businesses will have access to the right tools to measure and understand energy use in order to reduce consumption and increase energy efficiency.

### Related Plans and Policies:

- [Action Plan for an Energy Neutral Council](#)
- [Exeter City Council: Energy Strategy 2017 - 2022](#)
- [Exeter Local Plan](#)
- [Exeter Core Strategy: CP13 Decentralised Energy Networks and CP15 Sustainable Construction](#)

### DIRECT ACTIONS

- 1.2** Encourage all organisations in Exeter (including schools) to commit to energy reduction measures, including demand reduction, upgrade of building insulation and heating.
- 1.3** Refine local planning policy so that it requires the highest energy efficiency standards (e.g. passive) in all new domestic, industrial, commercial and public buildings.

### ENABLING ACTIONS

- 1.1** Implement “Smart energy technology” in all homes across Exeter, to support the efficient use of energy, particularly from sustainable sources, and support the elimination of fuel poverty.
- 1.4** Encourage upgrades to highest efficiency appliances.

### INDICATORS

- 1.5** Exeter has a strong set of demonstrators / case studies to show how commercial buildings and industrial processes can be more energy efficient.

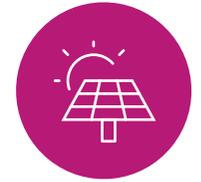
*“With so many people having to balance paying for food or having heating, having net zero homes will make such a difference to so many and having these homes will also reduce energy consumption and make the world better for all”*

Resident Voice



# GOAL 2

## ACCESS TO RENEWABLE ENERGY



Energy is essential to our city. It provides heat for our homes, powers our transport and keeps our healthcare system running. In a world where natural resources are limited, establishing an affordable, locally-generated green energy supply is vital to maintain our quality of life.

This must be supported by increased public and private investment, a strong and engaged community and a focus on regulatory frameworks and innovative business models that can transform our local energy systems.

In a Net Zero Exeter, all residents will have access to locally generated renewable sources of energy.

### Related Plans and Policies:

- [Exeter City Council: Energy Strategy 2017 - 2022](#)
- [Greater Exeter Strategic Plan - Evidence base: Low Carbon Study \(In development\)](#)
- [Exeter Local Plan](#)
- [Exeter Core Strategy: CP14 Renewable Energy](#)

### DIRECT ACTIONS

- 2.1** Ensure that 100% of electricity consumed by the city is generated from clean sources.
- 2.2** Conduct multi-authority strategic planning to exploit the maximum potential for renewable generation (solar, wind, geothermal).
- 2.7** Transition public-sector buildings over to locally generated renewable sources of energy (e.g. solar, district heat networks).

### ENABLING ACTIONS

- 2.3** Engage the public in identifying renewable energy solutions that are acceptable, and in the context of the energy choices available.
- 2.3** Deploy smart grid technology to realise the potential local benefits of regional generation.
- 2.5** Establish world-leading programmes of research and investment into enhanced renewable energy generation and storage; including solar, wind, marine and geothermal, energy storage technologies and improving efficiency of generation.
- 2.6** Ensure that data on sources of energy generation in the city is shared publicly, so consumers are better informed about the breakdown and source of their energy use.

### INDICATORS

No specific indicators have been identified for this goal at this stage.

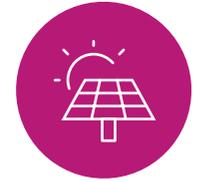
*"We need local energy for local people"*

Political Voice



# CASE STUDY

## EXETER CITY COUNCIL PROJECT ZERO



The use of solar PV to reduce energy consumption from the grid at source is a priority for the city council. Where roof space /structures allow, the energy team has ensured that solar PV technology is utilised on various venues across the city.

### Royal Albert Memorial Building

One building that proved to be a very challenging installation was the Royal Albert Memorial Museum (RAMM). The PV array is shaped by the roof, deemed to be structurally adequate and by planning consent restrictions applied to this Grade II Listed Building. In addition, extensive structural investigations became necessary due to the varied roof structures and existing renovation works. Solutions and innovative installation methods were found with the help of the install contractor SunGift Energy allowing the RAMM to benefit from a 26kW Solar PV array.

### Livestock Centre

The 1.5MW array installed at the council's Livestock Centre has provided for a carbon positive building, one that generates 1.1GW per annum of renewable electricity. The equivalent

to powering 180 homes, with a carbon saving equal to the planting of 1600 trees. The solar array provides a 25-year income stream which has provided for a much-needed replacement roof. Supporting the local farming community by safeguarding the future of the busy livestock market and events venue. In addition, all leased shop units inside the building share the council's renewable electricity supply using a Power Purchase Agreement (PPA) providing a discounted green energy tariff.

### Quay Climbing Centre

The former City of Exeter Light and Power Station which served the city from 1903 is producing energy again, this time renewable energy from the sun. The building owned by Exeter City Council is leased to the Quay Climbing Centre. The Solar PV array installed by Exeter City Council was the first project involving a leased council property. The system includes 105 solar panels and generates 30,000kWh of energy per year. Electricity generated is sold to the leaseholder at a discounted price using a PPA. The Quay Climbing Centre benefits from reduced energy bills, with a green supply, reducing carbon produced by just under 16 tonnes per year.



# GOAL 3

## AFFORDABLE HEALTHY HOMES



Rising energy prices, energy inefficient housing and low incomes have resulted in high levels of fuel poverty across the UK. The adverse health effects of living in cold, poorly ventilated homes are well-established.

An energy-efficient home reduces waste energy and the demand for non-renewable energy resources. It may also offer financial savings and healthier living conditions through better ventilation and maintenance of moderate temperature. There are a range of energy-saving measures applicable to existing homes and new standards emerging for new builds.

In a Net Zero Exeter all residents will be able to live in an affordable home which is energy efficient and healthy; where fuel poverty is reduced.

### Related Plans and Policies:

- [Exeter Local Plan](#)
- [Affordable Housing Supplementary Planning Document](#)
- [Liveable Exeter Housing Delivery Programme](#)
- [Statement of Intent: Energy Company Obligation: Help to Heat](#)

### DIRECT ACTIONS

- 3.3** Enable retrofit of domestic homes across the city to achieve energy performance ratings of C+.
- 3.5** Retrofit council-owned properties using programmes such as EnergieSprong (or equivalent).
- 3.6** Enforce private rental standards to ensure that all properties meet minimum energy performance ratings (A-E).

### ENABLING ACTIONS

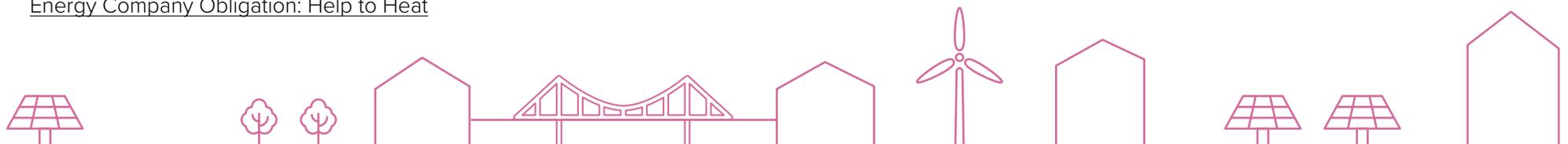
- 3.1** Increase provision of affordable, quality and sustainable housing in the city; enabling lower income families to live centrally and have easy access to employment and services.
- 3.2** Launch a Local Retraining Scheme for sustainable construction, enabling workers to adapt to the demand for skills such as retrofitting for energy efficiency purposes.
- 3.4** Update planning policies to support housing design features which create a healthy environment and promote wellbeing as standard.

### INDICATORS

- 3.7** Fuel poverty is eliminated in Exeter.
- 3.8** Domestic energy demand (and spend) has been reduced across the city.

**“This is vital, everyone needs a healthy, Affordable, Safe Home”**

Resident Voice



# MOBILITY

In 2019, Exeter was named by Centre for Cities as one of the fastest growing cities in the UK. Despite recent investment from Devon County Council in a range of transport schemes, a growing population and an increase in the number of people living, visiting and working in the city mean that managing movement into and around the city will only become a bigger challenge. The Greater Exeter region is also set to deliver around 56,000 houses over the next 20 years.

Continued growth presents challenges for the transport system which, unless addressed, could result in increased congestion, pollution and unreliable journeys within the city. Built on a historic road network, adding additional capacity through road building is no longer possible. Instead, providing capacity for future growth will depend on effective sustainable alternatives and more sophisticated management of existing transport corridors and infrastructure.

## Alignment to Ingredients for Future Placemaking: [\[see page 10\]](#)

- **Physically Connected**
- **Park and Move**
- **Prioritise Healthy Travel**
- **Reclaim Roads**
- **Less Parking - More People**

We must all work together as a cohesive city to address these challenges. Our goals include **'Reduced Dominance of Cars'** and **'Reliable Journeys and Resilient Roads'**. Exeter's vision is to become a city where shared and active means of travel are cheaper, quicker and more convenient than private car ownership. For this to happen, we need to see a shift in design interventions to focus on people and the role of place within cities.

Together with local authorities and key stakeholders we will seek to provide capacity to support sustainable growth and at the same time reduce carbon emissions and improve the health and environment for residents to support the vitality of the city.

**50%** OF RESPONDENTS TO THE BUSINESS SURVEY INDICATED THAT THEY WOULD LIKE TO UNDERSTAND MORE ABOUT IMPLEMENTING SUSTAINABLE TRAVEL SCHEMES FOR STAFF



## Reliable Journeys and Resilient Roads



## Reduced Dominance of Cars



# PRIORITY ACTIONS

Revise the local plan to identify sites for new housing and commercial developments that can be served by quality public transport links and attractive cycle and walking connections.



Launch a city-wide low-carbon mobility scheme, supported by integrated multi-modal ticketing, that improves movement into and around the city.



Deliver a safe, segregated, convenient cycle and walking network that is accessible to all supported by infrastructure across the city centre and at major employment / education sites.

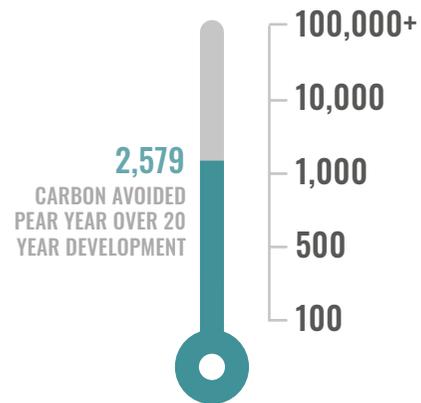


Encourage all Exeter businesses to implement sustainable travel initiatives to reduce their carbon footprint.



## CARBON SAVING

TONNES PER YEAR



INDICATIVE COST / RESOURCE

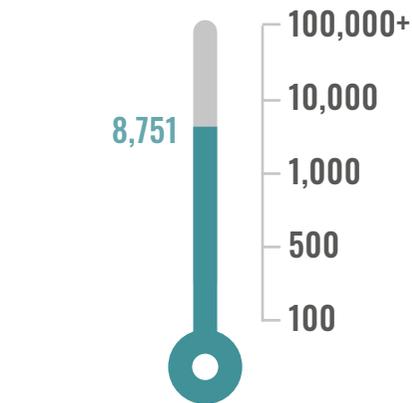
£ 0

0



## CARBON SAVING

TONNES PER YEAR



INDICATIVE COST / RESOURCE

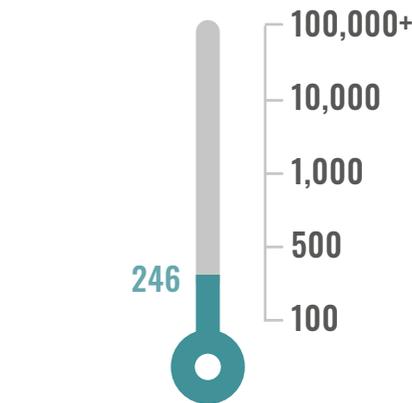
£ > £500m

1



## CARBON SAVING

TONNES PER YEAR



INDICATIVE COST / RESOURCE

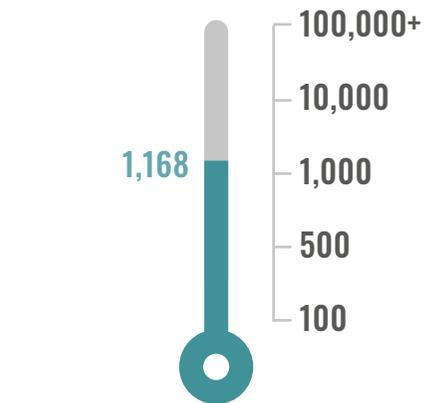
£ > £100m

0



## CARBON SAVING

TONNES PER YEAR



INDICATIVE COST / RESOURCE

£ < £500k

0



# PRIORITY ACTIONS

Build a network of work and healthcare hubs in Exeter's travel-to-work area, contributing to a reduction in the need to travel into the city for work or health.



Make the city centre, and core walking areas, free from non-essential motorised vehicles to provide a vibrant public space and free up land currently used for driving and parking.

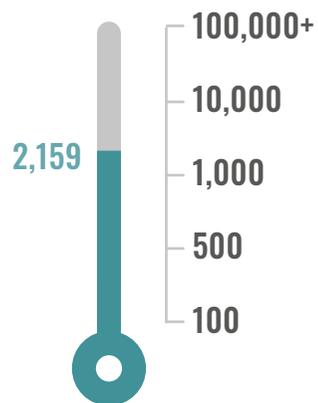


Establish freight consolidation centres at key access routes to reduce the number of vehicles entering the city; ensure onward deliveries within the city centre are made by non-fossil fuel vehicles.



## CARBON SAVING

TONNES PER YEAR

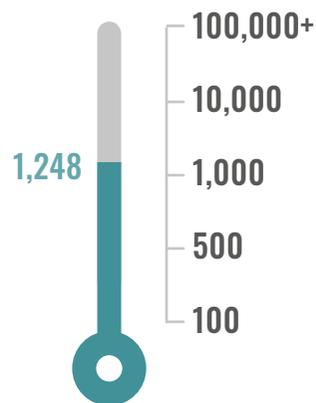


INDICATIVE COST / RESOURCE

£ £5 - £10m PER HUB 0

## CARBON SAVING

TONNES PER YEAR

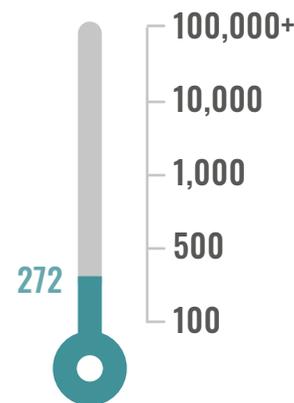


INDICATIVE COST / RESOURCE

£ 0 1

## CARBON SAVING

TONNES PER YEAR



INDICATIVE COST / RESOURCE

£ < £2m 1

“ I'd like to see green corridors across the city so people can walk and cycle with their families and feel safe away from cars ”

Resident Voice

# GOAL 4

## RELIABLE JOURNEYS AND RESILIENT ROADS



A growing population and an increase in the number of people visiting and working in Exeter mean that managing movement into and around the city will become a bigger challenge.

Continued growth presents challenges for the transport system which, unless addressed, could result in increased congestion and pollution for Exeter. Built on a historic road network, adding additional capacity through road building is no longer an option. Instead, providing capacity for future growth will depend on effective, low-carbon alternatives and more sophisticated management of existing transport corridors and infrastructure.

In a Net Zero Exeter, journey times will be reliable and the transport network will be resilient to major incidents.

### Related Plans and Policies:

- [Exeter Local Plan](#)
- [Transport Strategy for Exeter](#)

### DIRECT ACTIONS

- 4.3** Revise the local plan to identify sites for new housing and commercial developments that can be served by quality public transport links and ensure that planning policies within the Local Plan favour low traffic or car-free development with attractive cycle and walking connections.

### ENABLING ACTIONS

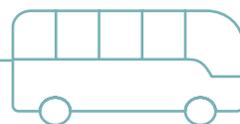
- 4.2** Reduce default speed limits in high-density areas to 20 mph to ensure Exeter's roads are safe for everyone using them.
- 4.1** Ensure that Exeter's public transport is fully accessible to all people - including those with limited mobility - by improving infrastructure, vehicles and information.

### INDICATORS

- 4.4** Exeter's roads will be ranked amongst the safest in the UK.
- 4.5** Exeter's buses are punctual, unimpeded by congestion on the roads, and this is driving an increase in passenger numbers year-on-year that supports investment into these services.
- 4.6** Exeter's transport network is both reliable and resilient to major incidents on regional roads; ensuring that Exeter residents can be confident that they can reach their destination in a consistent time from day-to-day.

*"It's chicken and egg. If we want to reduce car use we need better buses and quicker faster bus journeys but for the bus journeys to be faster we need less cars but people won't stop using their cars until buses are better!"*

Resident Voice



# GOAL 5

## REDUCED DOMINANCE OF CARS



Exeter's vision is to be the most active and accessible city in England with 50%+ trips, originating and ending in Exeter, made by active modes of transport.

To achieve a modal shift away from high-carbon forms of transport it is vital to implement options that are cheaper, quicker and more convenient than private car ownership.

A Net Zero Exeter will have cleaner, more efficient public transport and reduced dominance of cars in the city centre, making more attractive public places.

### Related Plans and Policies:

- [Transport Strategy for Exeter](#)
- [Exeter City Council Air Quality Action Plan](#)
- [Exeter City Council Physical Activity Strategy \(Draft\)](#)
- [Exeter City Council Parking Strategy](#)

### DIRECT ACTIONS

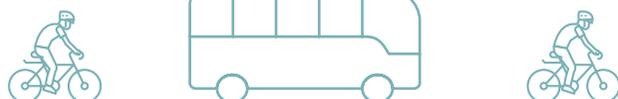
- 5.3** Deliver a safe, segregated, convenient cycle and walking network that is accessible to all ages and supported by infrastructure (such as changing and storage facilities) across the city centre and at major employment / education sites.
- 5.7** Encourage all Exeter businesses to implement sustainable travel initiatives to reduce their carbon footprint.
- 5.8** Build a network of work and healthcare hubs in Exeter's travel-to-work area, contributing to a reduction in the need to travel into the city for work or health.
- 5.9** Make the city centre, and core walking areas, free from non-essential motorised vehicles to provide a vibrant public space and free up land currently used for driving and parking.
- 5.11** Establish freight consolidation centres at key access routes to reduce the number of vehicles entering the city; ensure onward deliveries within the city centre are made by non-fossil fuel vehicles.

### ENABLING ACTIONS

- 5.1** Optimise the city transport network (including highways, cycleways and waterways), to give priority for sustainable, shared and active modes of travel.
- 5.2** Launch a city-wide mobility scheme, supported by integrated multi-modal ticketing, that improves zero-carbon movement into and around the city.
- 5.4** Provide residents and visitors with access to facilities, tools and services that help them to easily move around the city in an affordable and sustainable manner (e.g. real-time journey information, electric bike schemes and car-clubs).
- 5.5** Launch a programme of awareness campaigns and implement improvements to bus networks to enable more people to use active and shared modes of transport.
- 5.6** Provide travel training to all school children to promote the use of active and shared transport.
- 5.10** Enhance pedestrian environments in residential areas by removing through traffic; creating quieter and safer streets.

### INDICATORS

- 5.12** The majority of people who live, work or are educated in the city travel by active modes or public transport.



# CITY PERSPECTIVE

## CHILDREN WILL SHOW US IF WE'RE GETTING THIS RIGHT



It was the 'free range' children we first noticed: primary-school children getting themselves to school and clubs safely, unaccompanied by an adult. Their city had made choices about the sort of public spaces they wanted. They'd built a society which is fitter and often happier than ours, showing us how to decarbonise transport by enabling people to cycle for everyday journeys.

Our Dutch host that evening explained more:

*"We're not any less lazy than you Brits... it's just that it's more convenient to cycle, so we do! We're spared having to ferry children to school and clubs in the car and the city is quieter and cleaner."*

*It's not that we can't drive to work, it's just less convenient to do so"*

So what lessons do we take from this and leading UK cities about how to decarbonise everyday journeys?

It's not mysterious, we need to:

- Build a dense network of safe cycle, convenient and connected cycle paths.

Do this and we'll see people choosing to cycle and scoot for everyday journeys, opening up routes for wheelchair users and disability scooters too.

- Create community streets, not commuter streets, where rat-running traffic is designed out but local people & deliveries can still safely access.
- Build safe, physically separated, cycling paths on busy roads; rebalancing road space towards active travellers.
- Transform Planning so that new developments design in active transport first (not as a later add-on); creating '20-minute neighbourhoods' so that local shops and services are within a 20-minute walk or cycle.

These 'enablers' will open up the city for people to choose to cycle. These need to be accompanied by 'disabler' measures to nudge us in a low-carbon direction.

Disablers such as congestion and pollution charging, charging for single-occupancy private cars entering the city centre and a work-place parking levy. A strategy for slowly removing on-street parking to create space for active travel.



We've made good progress to date but our usual approach to transport won't achieve our goals in time. Let's take bolder low-cost steps to make every neighbourhood accessible to 8 year olds, starting with Heavitree. Let's rise to this challenge and make a lovelier city for our children.

We're up for this aren't we?

*Mike Walton, Exeter Cycling Campaign*



# SUSTAINABILITY

Nature's contributions to humanity is critically important for our livelihoods, economies, quality of life and wellbeing. It is imperative that cities work independently to achieve their climate targets to protect our global environment and the finite natural resources that are available to us.

Establishing **'Green Spaces and Local Produce'** through local food supplies, capturing rainwater and halting biodiversity loss are vital to ensure that Exeter is a happy and healthy city where both people and nature can thrive in unison. Maintaining access to open spaces will also be key to maintaining a high quality of life as well as critical to achieving the commitment to becoming a carbon-neutral city.

A key objective for Exeter is to ensure that we have **'Clean Air'** to breathe. Air pollution is associated with a number of adverse health impacts particularly affecting the most vulnerable in society: children and older people, and those with heart and lung conditions.

## Alignment to Ingredients for Future Placemaking: [\[see page 10\]](#)

- Prioritise Healthy Travel
- Reclaim Roads
- Less Cars - More Trees
- Less Parking - More People
- Diversify Uses
- Future Building Typologies

We also aspire to ensure that we manage our waste efficiently and start to build in regenerative design principles. Achieving Exeter City Futures' **'Efficient Resource Management'** goal will involve increasing the awareness of Exeter's residents and businesses around how we manage and reuse our waste. The benefits of achieving this goal are more than reducing landfill or plastic in our oceans. By thinking differently about what we throw away (whether that's plastic, cardboard, food or even water and heat) we can generate many benefits to the city; such as reducing the number of heavy-load vehicles on our roads, alleviating congestion and improving air quality or creating partnerships between organisations to use waste material from one as power for the other, feeding into our local, circular economy.

Ultimately we want Exeter to build a culture of **'Regenerative Design'**, recognising that we all have a responsibility to leave the planet in a better state than we found it.

*"We need a skills bank to support recycling. Where / how can I learn to darn socks and turn shirt collars?"*

Resident Voice



## Green Spaces and Local Produce



## Clean Air



## Efficient Resource Management



## Regenerative Design



# PRIORITY ACTIONS

Initiate programmes that enable residents and schools to adopt more sustainable and healthy food habits (e.g. promoting a plant-based menu, and sustainably sourced meat and fish).



Increase Exeter's tree canopy cover by a quarter, compared to 2018 figures.



Replace existing buses in Exeter's network with Ultra Low Emission Vehicle (ULEV) Buses using non-fossil fuels.

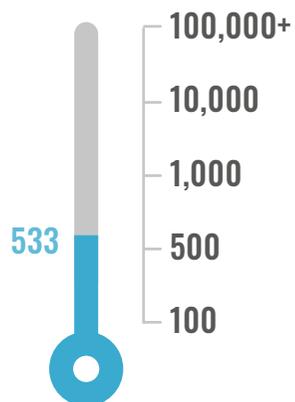


Ensure all public sector fleet vehicles across the city are ULEV / non-fossil fuel. Use licensing to require that Exeter's taxi and private hire companies transition their vehicles to ULEV / non-fossil fuels.



## CARBON SAVING

TONNES PER YEAR



INDICATIVE COST / RESOURCE

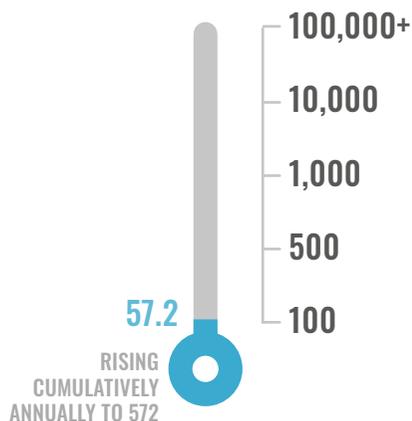
£ 0

0.5



## CARBON SAVING

TONNES PER YEAR



INDICATIVE COST / RESOURCE

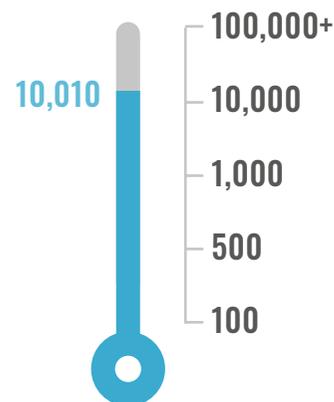
£ ~£200k

0



## CARBON SAVING

TONNES PER YEAR



INDICATIVE COST / RESOURCE

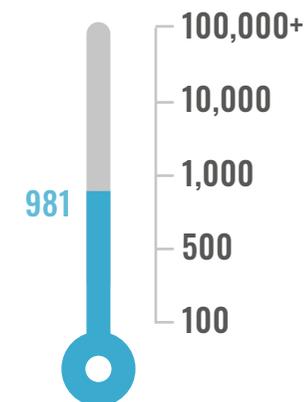
£ > £10m

0.2



## CARBON SAVING

TONNES PER YEAR



INDICATIVE COST / RESOURCE

£ > £2m

0.4



# PRIORITY ACTIONS

Enable a shift to all private cars across the city being in the ULEV category.



Deliver a comprehensive network of electric vehicle charging points (including on-street) to support transition to electric vehicles, with priority for shared vehicles.



Reduce business waste and where possible use residual business waste to support a circular economy (e.g. by providing source material for industries such as construction).

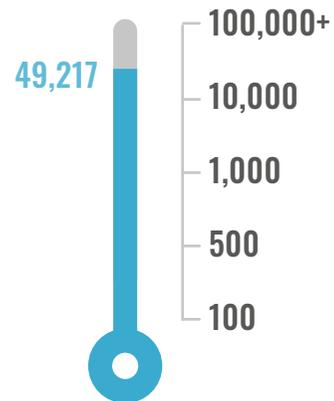


Halve the per capita food waste at retail and consumer level by encouraging sustainable food consumption and production.



## CARBON SAVING

TONNES PER YEAR



INDICATIVE COST / RESOURCE

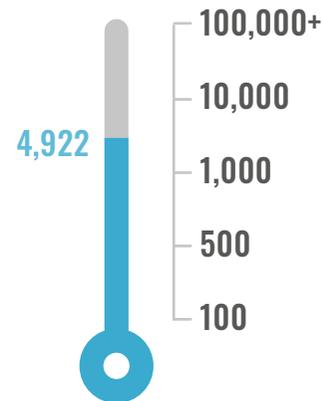
£ > £5m

1



## CARBON SAVING

TONNES PER YEAR



INDICATIVE COST / RESOURCE

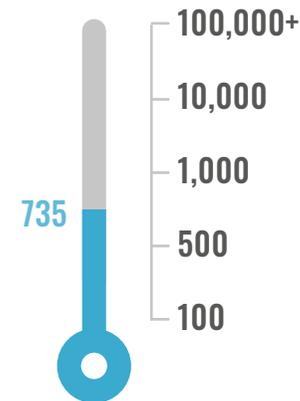
£ < £1m

0



## CARBON SAVING

TONNES PER YEAR



INDICATIVE COST / RESOURCE

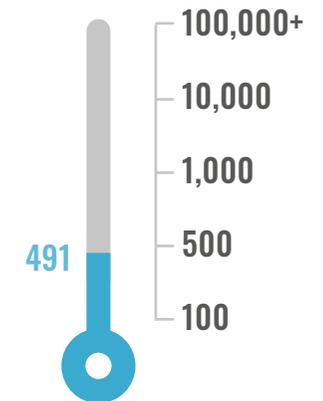
£ 0

0.5



## CARBON SAVING

TONNES PER YEAR



INDICATIVE COST / RESOURCE

£ 0

1



# GOAL 6

## GREEN SPACES AND LOCAL PRODUCE



Nature's contribution is critically important to our livelihoods, economy, quality of life and wellbeing. Halting biodiversity loss, encouraging local food supplies and managing our water is vital to ensure that Exeter is a happy and healthy city. Measures to deliver a carbon-neutral city must seek to identify, preserve and monitor the most important habitats including areas of flower-rich grassland, broadleaved woodland, wetlands and hedgerows; especially in light of the planned growth of Exeter and the surrounding region.

A Net Zero Exeter will protect its natural ecosystems, favour local food supplies and sustainably manage its natural resources to combat the degradation of its local environment.

### Related Plans and Policies:

- [Air Quality Action Plan](#)
- [Exeter Core Strategy - CP12 – SUDs](#)

**“We need more trees in parks and more wildflower nature walks to encourage people to go outside”**

Resident Voice

### DIRECT ACTIONS

- 6.3** Initiate programmes and activities that enable residents and schools to adopt more sustainable and healthy food habits, including promoting a plant-based menu, and where used, meat and fish from sustainable sources.
- 6.7** Increase Exeter's tree canopy cover by a quarter, compared to 2018 figures.

### ENABLING ACTIONS

- 6.1** Ensure that everyone living in the city has access to excellent quality green space within a 10-minute walk from their home.
- 6.2** Ensure all communities in Exeter have access to land that is reserved for local food production via allotments and city farms.
- 6.4** Provide access to sustainably produced local food to everyone in Exeter, at affordable prices, through a wide range of shops, markets, buying groups, online purchasing, community-supported agriculture etc.
- 6.5** Create a regional produce distribution hub to keep food miles low and make sustainable locally produced food accessible.
- 6.6** Protect Exeter against flash flooding in high-density and infrastructure critical areas (e.g. railway stations) by delivering sufficient sustainable urban drainage infrastructure.
- 6.8** Safeguard Exeter's wildlife, making it significantly more abundant, compared to 2018 figures.

### INDICATORS

- 6.9** Exeter has been recognised as a sustainable food city, highlighting the success of the city in taking a joined up, holistic approach to food and how Exeter has achieved significant positive change on a range of key food issues.



# CASE STUDY

## OXYGEN HOUSE: SUPPORTING BIODIVERSITY



Based at Exeter Business Park, the Oxygen House Group is a dynamic mix of established companies and start-ups focused on impact investment in data analytics, education, sustainable property development, renewable energy, and city planning, leveraging patient capital for a better-educated, carbon-neutral society.

As a Member of the Exeter City Futures Board their aim is to mobilise expertise to create a carbon-neutral society.



“As part of an internal project to look at saving and supporting biodiversity, Oxygen House have recently provided a home to two colonies of honeybees. With over 50,000 honeybees now calling Oxygen House ‘home’, we are looking to grow and support these colonies, whilst training our staff on how to look after them.

To start this project we undertook an ecological survey to track which species are present in the area, and we are looking to record these figures annually with the hope existing species will thrive, and new species will be discovered.

Staff have been encouraged to take part in our ‘Meet the Bees’ sessions, to learn and help take care of these fantastic creatures. We are looking to train a small group of staff so that they can pass on their knowledge to their colleagues and get them interested and excited about supporting biodiversity not just at work, but also at home. We hope that by learning about endangered species, our staff, and their friends, family and acquaintances, will in turn be more attune to wildlife and the natural environment around them and therefore play an active part in helping to save biodiversity.”

Tom Anning, Head of Facilities  
at Oxygen House



# GOAL 7

## CLEAN AIR



Air pollution is associated with a number of adverse health impacts. It is recognised as a contributing factor in the onset of heart disease and cancer and particularly affects the most vulnerable in society: children and older people, and those with heart and lung conditions.

There is also often a strong correlation with equality issues, because areas with poor air quality are also often the less affluent areas. In the UK, the annual health cost to society of the impacts of particulate matter alone is estimated at around £16 billion.

A Net Zero Exeter will have clean air through the reduction of pollutants from private cars and fossil fuels.

### Related Plans and Policies:

- [Exeter City Council Taxi Licensing Policy](#)
- [Exeter City Council Electric Vehicle Policy](#)

### DIRECT ACTIONS

- 7.1** Replace existing buses in Exeter's network with Ultra Low Emission Vehicle (ULEV) Buses using non-fossil fuels.
- 7.2** Ensure all public sector fleet vehicles across the city are ULEV / non-fossil fuel.
- 7.3** Use licensing to require that Exeter's taxi and private hire companies transition their vehicles to ULEV / non-fossil fuels.
- 7.4** Enable a shift to all private cars across the city being in the ULEV category.
- 7.5** Deliver a comprehensive network of electric vehicle charging points (including on-street) to support transition to electric vehicles, with priority for shared vehicles.

### ENABLING ACTIONS

- 7.6** Implement an education programme / awareness campaign about air quality within homes.
- 7.7** Embed health outcomes in all key city policies to assess current and future wellbeing.

### INDICATORS

- 7.8** Air quality meets World Health Organisation (WHO) targets, at all locations across the city; with a comprehensive network of air quality sensors continuously monitoring air quality down to pm2.5.

**"Behaviour is a barrier in business and cost leads to resistance to change unless people feel this is the right thing to do"**

Business Voice



# CASE STUDY

## ELECTRIC VEHICLE CHARGING



Exeter residents are already leading the way to decarbonise vehicle travel. The city had the fastest growth in ULEV (Ultra Low Emission Vehicles) ownership in the UK.

As of Q3 2019, 1,200 ULEVs were registered in Exeter, an increase of 157% over the past 12 months<sup>1</sup>.

Devon County Council is working with private and public sector partners to build on this momentum and accelerate the uptake of electric vehicles. Over £5m has been secured to expand the provision of public electric vehicle charging points.

### StreetHUBZ Project (delivered by Zapinamo)

Devon County Council has formed a consortium with Zapinamo and Gamma Energy to install and operate 150 charge points across Exeter over the next two years. The £4m Innovate UK project will increase the number of publicly accessible charge points by 400 per cent.

<sup>1</sup> [www.gov.uk/government/statistical-data-sets/all-vehicles-veh01](http://www.gov.uk/government/statistical-data-sets/all-vehicles-veh01)

The dual StreetHUBZ charging units will provide 50 miles of travel after 30 minutes of charge.

Co Cars have also partnered with the project to deliver several electric car club vehicles to further support the wider uptake and use of electric vehicles.

Read more on the Devon County Council website [here](#).

Alongside this project, Devon County Council is progressing the Devon Low-carbon Energy & Transport Innovator (DELETTI) programme which is part funded by the European Regional Development Fund. The two-year £1.3m project will install 25 electric vehicle charge points for public use in key car parks across Devon and is set to be complete by December 2021.

*Alex Thomas, Transportation Planning  
Officer, Devon County Council*



# GOAL 8

## EFFICIENT RESOURCE MANAGEMENT



Waste is not just an environmental problem, contributing to air, land and water pollution, but low recycling rates are an economic loss as well.

By thinking differently about what we throw away (whether that's plastic, cardboard, food or even water and heat) we can generate many benefits to the city. These could include; reducing the number of heavy-load vehicles on our roads, alleviating congestion and improving air quality or creating partnerships between organisations to use waste material from one as power for the other. All of which would feed into our local, circular economy.

In a Net Zero Exeter, waste will be seen as a resource and recycled wherever possible; waste collection and deliveries will be made via operationally and energy-efficient means.

### Related Plans and Policies:

- [Exeter City Council Recycling Plan 2016-2021](#)

### DIRECT ACTIONS

- 8.4** Reduce business waste (including paper and single-use plastics) and where possible use residual business waste to support a circular economy, e.g. by providing source material for industries such as construction.
- 8.6** Halve the per capita food waste at retail and consumer level by encouraging sustainable food consumption and production.

### ENABLING ACTIONS

- 8.1** Designate a 'zero-waste zone' to test and implement practices and policies that support our carbon-neutral ambition.
- 8.2** Deliver a city-wide programme to achieve zero residual household waste and by 2030, aiming for 95% of all household waste to be sent for reuse, recycling or composting.
- 8.3** Support zero-waste shops, making them commonplace on the high street.
- 8.5** Optimise waste collection for both business and household waste to minimise the number of vehicles within the city.

### INDICATORS

- 8.7** Exeter is named as a single-use, plastic-free city.
- 8.8** Nobody in Exeter thinks that litter is a problem in their community.

*"City wide zero waste education is difficult with a 48% population turnover"*

Political Voice



# CASE STUDY

## PLASTIC FREE EXETER



Plastic Free Exeter is a community-led project made by a group of volunteers with the aim to spread awareness of the oceans plastics crisis. We aim to inspire individuals, businesses and community organisations to take action.

The group was set up in January 2018 under the Surfers Against Sewage Plastic Free Communities initiative and since then we have hosted various events - from hosting flagship Exeter businesses such as the University of Exeter, Met Office and Oxygen House to inspire other local businesses with their plastic free initiatives, to litter picks on the Quay attended by 100+ members of the community.

We have supported over 30 businesses in Exeter to pledge action including construction workers, cafes, offices and sports grounds and we are also honoured to be supported by a number of valued allies within the local council, local governance and schools along with a social media following of 1500+. We are always keen to have new volunteers on the team.

We will soon be launching a website with shared examples from individuals and organisations in Exeter who have taken action to eliminate or at least reduce, reuse and/or recycle single-use plastic and are keen to promote all efforts via our social media pages. Find us on Facebook!



# GOAL 9

## REGENERATIVE DESIGN



For lasting net-zero transformation in our city, we need to embrace a culture of 'Regenerative Design' for our new developments.

This design philosophy recognises that we all have a responsibility to leave the planet in a better state than we found it. The guiding principles of regenerative design seek to create fair and resilient developments that consider materials reuse, carbon footprint, water stewardship and integrate the needs of society with the limitations of the planet.

In a Net Zero Exeter, new building developments will go further than net-zero impact, generating more energy than they consume and embedding principles of regenerative design.

### Related Plans and Policies:

- [Exeter Local Plan](#)
- [Exeter Core Strategy - CP12 – SUDs](#)

### DIRECT ACTIONS

All actions within this goal are enablers rather than directly contributing to significant carbon reduction.

### ENABLING ACTIONS

- 9.1** Require that all new developments in Exeter are undertaken in a way that achieves the highest standards for wildlife, water and wellbeing, making a positive contribution to the local environment.
- 9.2** Refine local planning standards to ensure that new commercial developments embrace principles of regenerative design.
- 9.3** Implement systems in new commercial and public buildings to capture and reuse waste energy.
- 9.4** Ensure rainwater is recycled on all properties across the city.

### INDICATORS

No specific indicators have been identified for this goal at this stage.

***"We need to have real information about the carbon impact of technology. May lose public confidence if we invest in things that don't deliver"***

Political Voice



# CASE STUDY

## DESIGNING THE UK'S FIRST PASSIVHAUS SWIMMING POOL



The UK's first Passivhaus swimming pool, currently being developed by Exeter City Council, seeks to halve energy use and create a chemical-free, healthy environment.

The bespoke commercial Passivhaus is expected to open to the public in the winter of 2021, forming part of a £300m city centre vision from the council.

### Key design standards to be implemented:

- The first Passivhaus leisure centre in the UK
- Building Biology IBN best practice guidance in healthy design
- Best practice guidance developed under the Technology Strategy Board's (TSB) "Design 4 Future Climate" programme

### Key benefits by implementing these strategies will be:

- 70% saving on energy costs when compared to a current good practice pool
- 50% reduction in water use
- Outstanding internal water and air quality
- Excellent daylight levels
- Healthy, uncompromised, uplifting, comfortable indoor climate
- Lower maintenance costs due to high quality building fabric
- Resilience against predicted future climate change



# CAPABILITY

If we are going to successfully become a carbon-neutral city by 2030 we will need **'Collective Action'** from everyone. We need to work together to develop programmes of education and volunteering so that people are acutely aware of and engage with the issues we face globally, and as a city.

It is important to recognise and celebrate stories of local people, businesses, as well as council activities that are already working towards the city's ambitions. This will help highlight best practices and set the benchmark that creates a ripple effect that inspires others to take action.

One of Exeter's goals is to adopt **'An Analytical Approach'**. Currently many citizens and entrepreneurs across the city already have the drive and the capacity to develop new skills but may not have the analytical knowledge or access to data and tools needed to increase their capability for making change.

## Alignment to Ingredients for Future Placemaking: [\[see page 10\]](#)

- Prioritise Healthy Travel
- Diversify Uses
- Digitally Responsive

By giving citizens and entrepreneurs the tools they need to develop long-term solutions we can begin to solve our urban challenges more effectively and with greater speed.

By using data to understand and solve these major problems of urbanisation, we can stimulate innovation in the city, build stable knowledge and deliver a wide range of benefits that are sustainable, environmentally and financially.

One of the most critical aspects to consider in our growing city is how to finance development and how to finance it in a way that ensures it delivers against our ambition of a carbon-neutral city and ensures Exeter remains a great place to live.

A key goal is for Exeter to have **'Locally Controlled Finance'**; striving to have the capability to invest in energy-positive, car-free developments as well as schemes that benefit our local businesses and communities.

**54.5%** OF RESPONDENTS TO THE BUSINESS SURVEY STATED THAT THEY WOULD LIKE TO ENGAGE WITH OTHER ORGANISATIONS TO COLLABORATE



## Collective Action



## An Analytical Approach



## Locally Controlled Finance



# PRIORITY ACTIONS

Support Exeter's businesses and organisations in accessing resources that help them reduce their carbon outputs.



Ensure city purchasing decisions support a 'just transition' with organisations using procurement contracts to stimulate innovation and encourage their supply chain to become carbon-neutral.

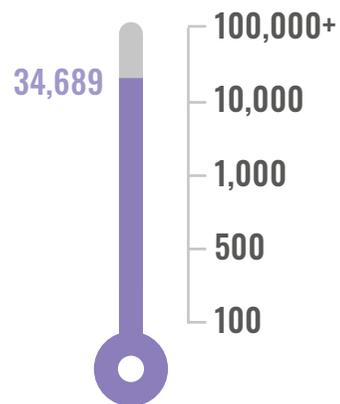


Establish a fund to provide a source of finance for carbon reduction projects and to support emission reductions from existing buildings, where achieving carbon savings can be more challenging.



## CARBON SAVING

TONNES PER YEAR



INDICATIVE COST / RESOURCE

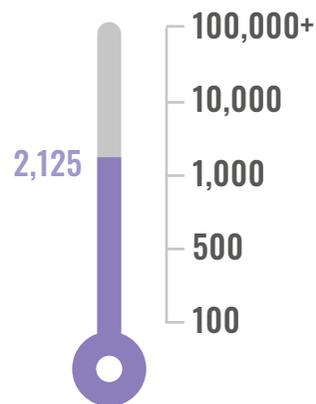
£ 0

0.5



## CARBON SAVING

TONNES PER YEAR



INDICATIVE COST / RESOURCE

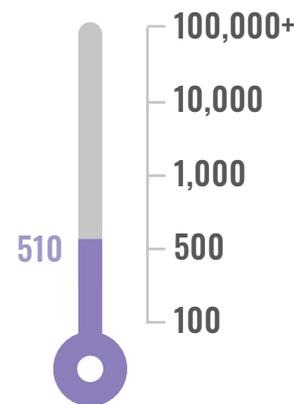
£ 0

0.5



## CARBON SAVING

TONNES PER YEAR



INDICATIVE COST / RESOURCE

£ 0

1



“Don't let our worries about the global crises prevent us from taking action locally. We can have the biggest effect on our wellbeing by connecting locally and doing what we can in Exeter”

Resident Voice

# GOAL 10

## COLLECTIVE ACTION



If we are going to become a carbon-neutral city by 2030 we will need collaborative effort from everyone. We will need to work together to develop programmes of education and volunteering so that people are acutely aware of and engage with the issues we face globally, and as a city, and can understand how we can each make a difference.

By highlighting best practices we can create a ripple effect that inspires people to take action and helps Exeter remain a truly great city in which to live.

In a Net Zero Exeter, all groups within the city are engaged with and have embraced Exeter's sustainable future and work collaboratively and creatively to make it a reality.

### Related Plans and Policies:

- [Exeter Community Strategy](#)

### DIRECT ACTIONS

- 10.8** Support Exeter's businesses and organisations in accessing resources that help them reduce their carbon outputs.

### ENABLING ACTIONS

- 10.1** Implement programs of education and teacher training at schools and educational institutions across Exeter, linked to the climate emergency and the UN's Sustainable Development Goals (SDGs).
- 10.12** Support Exeter's businesses with 500+ employees to align their Corporate Social Responsibility policies to the city goals, resulting in a coordinated volunteering programme that brings benefit for the city and for businesses.
- 10.3** Launch an accreditation scheme for socially responsible businesses in Exeter who are actively working towards being carbon-neutral.
- 10.4** Provide mechanisms that ensure the voices of all citizens are heard in developing solutions to becoming a carbon-neutral city.
- 10.5** Define processes and structures that support development of local co-operatives and social enterprises formed by communities to deliver the net-zero ambition.
- 10.6** Foster a thriving community volunteering sector, with more than 50% of people volunteering or helping out in their community to take action on climate change at least once per year.
- 10.7** Ensure that every neighbourhood in Exeter has a strong and sustainable community anchor organisation.

### INDICATORS

No specific indicators have been identified for this goal at this stage.



# CASE STUDY

## MAGDALEN ROAD COMMUNITY RECLAIMING THE STREET



# GOAL 11

## AN ANALYTICAL APPROACH



Data can provide us with the power to understand and control our environment in positive ways. It can help us understand the challenges we face and identify action that needs to be taken, but only if we have the skills and tools to convert raw data into information that we can use.

By increasing the analytical and entrepreneurial skills of the city and enhancing the culture of sharing we can increase our capability for solving not only today's challenges but those of tomorrow.

A Net Zero Exeter will be an engaged data-aware and entrepreneurial city which has the skills to analyse and address the challenges that it faces.

### Related Plans and Policies:

- [Skills Strategy for Exeter \(Draft\)](#)

***"We lack the internal skills to develop clear strategy around data"***

Business Voice

### DIRECT ACTIONS

All actions within this goal are enablers rather than directly contributing to significant carbon reduction.

### ENABLING ACTIONS

- 11.1** Launch a digital platform that integrates multiple sources of data to provide information on city performance (traffic, air quality, energy etc).
- 11.2** Target the development of walking, cycling and public transport infrastructure in accordance with data about how people move around the city.
- 11.3** Make ultrafast broadband available to all businesses and installed in all public buildings (including schools) to improve services to communities and support productivity and digital innovation.
- 11.4** Ensure citizens have control over their personal data and access to 'data trusts' enabling them to share data to support development of city services.
- 11.5** Provide support for Exeter businesses to enable them to commit to making their operations carbon-neutral.
- 11.6** Draft a clear strategy for the development of skills within the city needed for the future of work in the region to ensure that local opportunities are accessible to all.
- 11.7** Build a thriving ecosystem of start-ups and social enterprises, supported by active investor network, that is recognised as a leading city for entrepreneurs addressing urban challenges.
- 11.8** Provide all communities in Exeter with access to programmes that support them to develop data and analytics skills and build sustainable enterprises that lead to positive local change.

### INDICATORS

- 11.9** Residents, businesses and the local authority access and share data to make informed decisions about their activities and enable measurement of progress.
- 11.10** Exeter's highway space is prioritised to move people in the most efficient ways.



# CASE STUDY

## EXETER'S E-DISC APPRENTICESHIPS



Exeter Data Information Science Collaborative (E-DISC) is a pioneering alliance among leading partners in Exeter to develop the city's next generation of data scientists.

This partnership brings together key organisations to develop the city's technical data analytical skills for the future. Under the collaboration, organisations including the Met Office, Exeter College, Exeter City Council, University of Exeter and the Royal Devon & Exeter NHS Foundation Trust are taking part in a new Data Analytics Apprenticeship scheme.

Each partner is passionate about the use of data analytics and information science and committed to developing essential technical skills and talent to meet priority skills gaps.

The Data Analytics Apprenticeship offers a unique training opportunity in the Greater Exeter area where apprentices will not only follow the new standards in Data Analytics, but they will also come together as a group and collaborate to use their skills to address city-wide challenges.



*"This is part of a much broader skills escalator scheme, where the University and the College is driving the digital and data skills agenda and creating an ecosystem of technically trained information scientists"*

**Rob Bosworth,**  
Vice Principal, Exeter College

*"The E-disc apprenticeship with Exeter City Futures has been an amazing opportunity to learn about the city and develop new skills I never thought I would. I have been lucky to work with businesses and individuals across the city (and UK), meeting a variety of people and learning even more from others' experiences. From this I have gained high-level qualifications and invaluable work experience which will set me up for a job in the data industry in the future, and beyond"*

**Laura Hunt,** Data Analyst Apprentice, Exeter City Futures



# GOAL 12

## LOCALLY CONTROLLED FINANCE



Local government funding continues to be reduced and we can no longer solely rely on long term funding from the national government for the purpose of delivering our ambitions to be carbon-neutral.

Instead we must develop strategies that enable us to use our assets to generate local finance to invest in socially important schemes as well as mechanisms that encourage investment in the city from the residents and businesses themselves.

A Net Zero Exeter will have the finance and capability to develop in a way that delivers a 'just transition' to carbon-neutrality - providing affordable homes, eradicating fuel poverty and reducing relative congestion.

### Related Plans and Policies:

- [Community Infrastructure Levy Policy](#)

**“We need to generate funds for local control and reinvestment”**

Political Voice

### DIRECT ACTIONS

- 12.5** Ensure city purchasing decisions support a 'just transition', with organisations using procurement contracts to stimulate innovation and encourage their supply chain to become carbon-neutral.
- 12.8** Establish a fund, using Section 106 agreements, to provide a source of finance for carbon reduction projects across Exeter and to support emission reductions from existing buildings where achieving carbon savings can be more challenging.

### ENABLING ACTIONS

- 12.1** Create a city partnership to strategically develop, co-ordinate, deliver and invest in infrastructure that supports Exeter to achieve a 'just transition' to carbon-neutrality.
- 12.2** Commit to the development of a city-owned development fund that gives Exeter access to the money needed to invest in infrastructure required for a 'just transition' to carbon-neutrality.
- 12.3** Promote investment in the city, with local people and businesses investing to support the vision for Exeter (e.g. through crowdfunding, a regional bank, or other locally focused financial institutions).
- 12.4** Establish mechanisms for Exeter organisations to jointly purchase energy directly from solar, wind or other developments (e.g. via 'sleeving' agreements) with the contracts used to help finance the development of new renewables.
- 12.6** Support and promote Exeter companies that grow as a result of our clean transition.
- 12.7** Consider whether a structured scheme of pricing and taxation for road use and parking can encourage a modal shift to active and shared modes and enable re-investment in city mobility.

### INDICATORS

No specific indicators have been identified for this goal at this stage.



# TIMELINE: NET ZERO EXETER 2030



## 1. REDUCED ENERGY CONSUMPTION

- 1.1** Smart energy technology” shall be in all homes in Exeter, supporting the efficient use of energy, particularly from sustainable sources, and supporting the elimination of fuel poverty.
- 1.2** All organisations in Exeter (including schools) shall have committed to energy reduction measures, including demand reduction, upgrade of building insulation and heating.
- 1.3** Local planning policy shall require the highest energy efficiency standards (e.g. passive) in all new domestic, industrial, commercial and public buildings.
- 1.4** Exeter shall have developed mechanisms which encourage upgrades to highest efficiency appliances.
- 1.5** Exeter shall have a strong set of demonstrators / case studies that act as examples of how commercial buildings and industrial processes can be more energy efficient.

| Short Term<br>2020 - 2022 | Medium Term<br>2023 - 2026 | Long Term<br>2027 - 2030 |
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## 2. ACCESS TO RENEWABLE ENERGY

- 2.1** 100% of electricity consumed by the city shall be generated from clean sources.
- 2.2** Exeter shall be engaged in multi-authority strategic planning to exploit the maximum potential for renewable generation (solar, wind, geothermal).
- 2.3** Exeter shall have engaged the public in identifying renewable energy solutions that are acceptable in the context of the energy choices available.
- 2.4** Exeter shall have deployed smart grid technology to realise the potential local benefits of regional generation.
- 2.5** Exeter shall have world-leading programmes of research and investment into enhanced renewable energy generation and storage; including solar, wind, marine and geothermal, energy storage technologies and improving efficiency of generation.
- 2.6** Data on sources of energy generation in the city shall be shared publicly, so consumers are better informed about the source of their energy use.
- 2.7** Public sector buildings shall use locally generated renewable sources of energy; e.g. solar, district heat networks.

| Short Term<br>2020 - 2022 | Medium Term<br>2023 - 2026 | Long Term<br>2027 - 2030 |
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# TIMELINE: NET ZERO EXETER 2030



## 3. AFFORDABLE HEALTHY HOMES

- 3.1** The provision of affordable, quality and sustainable housing in the city, shall have increased; enabling lower income families to live centrally and have easy access to employment and services.
- 3.2** Exeter shall have launched a Local Retraining Scheme for sustainable construction, enabling workers to adapt to the demand for skills such as retrofitting for energy efficiency purposes.
- 3.3** All domestic homes in Exeter shall achieve energy performance ratings of C+ following completion of a widespread programme of retrofit to reduce energy demand and costs.
- 3.4** Exeter planning policy shall support housing design features which create a healthy environment and promote wellbeing as standard.
- 3.5** A programme of domestic retrofit to the highest efficiency standards has been delivered across council owned properties using programme such as EnergieSprong (or equivalent).
- 3.6** Private rental standards shall meet minimum energy performance ratings (A-E).
- 3.7** Fuel poverty shall have been eliminated in Exeter.
- 3.8** Domestic energy demand (and spend) has been reduced across the city.

| Short Term<br>2020 - 2022 | Medium Term<br>2023 - 2026 | Long Term<br>2027 - 2030 |
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## 4. RELIABLE JOURNEYS AND RESILIENT ROADS

- 4.1** Exeter's public transport shall be fully accessible to all people - including those with limited mobility - due to improved infrastructure, vehicles and information.
- 4.2** Exeter's roads shall be safe for everyone using them with default speed limits in high-density areas reduced to 20mph.
- 4.3** The local plan shall identify sites for new housing and commercial developments in Exeter that can be designed in such a way as to not require ownership of a private car, ensuring additional burden is not added to the network.
- 4.4** Exeter's roads will be ranked amongst the safest in the UK.
- 4.5** Exeter's buses shall be punctual, unimpeded by congestion on the roads, resulting in an increase in passenger numbers year on year with growth supporting investment into these services.
- 4.6** Exeter's transport network shall be both reliable and resilient to major incidents on regional roads; ensuring that Exeter residents can be confident that they can reach their destination in a consistent time from day to day.

| Short Term<br>2020 - 2022 | Medium Term<br>2023 - 2026 | Long Term<br>2027 - 2030 |
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# TIMELINE: NET ZERO EXETER 2030



## 5. REDUCED DOMINANCE OF CARS

|   | Short Term<br>2020 - 2022 | Medium Term<br>2023 - 2026 | Long Term<br>2027 - 2030 |
|---|---------------------------|----------------------------|--------------------------|
| <b>5.1</b> The city transport network (including highways, cycleways and waterways) shall be optimised to give priority for sustainable, shared and active modes of travel.   |                           | 5.1                        |                          |
| <b>5.2</b> Exeter shall have a city-wide mobility scheme, supported by integrated multi-modal ticketing, that improves zero-carbon movement into and around the city.   |                           |                            | 5.2                      |
| <b>5.3</b> Exeter shall have a safe, segregated, convenient cycle and walking network that is accessible to all ages and supported by infrastructure (such as changing and storage facilities) across the city centre and at major employment / education sites.      |                           | 5.3                        |                          |
| <b>5.4</b> Exeter shall provide residents and visitors with access to facilities, tools and services that help them to easily move around the city in an affordable and sustainable manner (e.g. real-time journey information, electric bike schemes and car-clubs). | 5.4                       |                            |                          |
| <b>5.5</b> The majority of people who live, work or are educated in the city shall travel by active modes or public transport; supported by awareness campaigns and better bus routes.  |                           | 5.5                        |                          |
| <b>5.6</b> Travel training shall be provided for all school children across the city to promote use of active and shared transport.   |                           | 5.6                        |                          |
| <b>5.7</b> All Exeter businesses shall have implemented sustainable travel initiatives to reduce their carbon footprint.  | 5.7                       |                            |                          |
| <b>5.8</b> A network of work and healthcare hubs shall exist in Exeter's travel-to-work area contributing to a reduction in the need to travel into the city for work or health.  |                           | 5.8                        |                          |
| <b>5.9</b> The city centre, and core walking areas, shall be free from non-essential motorised vehicles, providing a vibrant public space and freeing up land currently used for driving and parking.   |                           | 5.9                        |                          |
| <b>5.10</b> Pedestrian environments in residential areas shall be enhanced by removing through traffic; creating quieter and safer streets.   | 5.10                      |                            |                          |
| <b>5.11</b> Freight deliveries within the city centre shall be made by non-fossil fuel vehicles, with freight consolidation centres at key access routes, reducing the number of vehicles entering the city.  |                           | 5.11                       |                          |
| <b>5.12</b> The majority of people who live, work or are educated in the city shall travel by active modes or public transport; supported by awareness campaigns and better bus routes.   |                           | 5.12                       |                          |

# TIMELINE: NET ZERO EXETER 2030



## 6. GREEN SPACES AND LOCAL PRODUCE

|   | Short Term<br>2020 - 2022 | Medium Term<br>2023 - 2026 | Long Term<br>2027 - 2030 |
|---|---------------------------|----------------------------|--------------------------|
| <b>6.1</b> Everyone living in the city shall have access to excellent quality green space within a 10-minute walk from their home.  |                           |                            | 6.1                      |
| <b>6.2</b> All communities in the city shall have access to land that is reserved for local food production via allotments and city farms.  |                           |                            | 6.2                      |
| <b>6.3</b> Exeter shall have initiated programmes and activities that enable residents and schools to adopt more sustainable and healthy food habits; including promoting a plant-based menu, and where used, meat and fish are from sustainable sources. | 6.3                       | 6.3                        | 6.3                      |
| <b>6.4</b> Sustainably produced local food shall be accessible to all in Exeter, at affordable prices, through a wide range of shops, markets, buying groups, online purchasing, community-supported agriculture etc.                                     |                           | 6.4                        |                          |
| <b>6.5</b> A regional produce distribution hub shall be created to keep food miles low and make sustainable locally produced food accessible.   |                           | 6.5                        |                          |
| <b>6.6</b> Exeter's sustainable urban drainage infrastructure shall be sufficient to protect against flash flooding in high-density and infrastructure critical areas (e.g. railway stations).  |                           | 6.6                        |                          |
| <b>6.7</b> Exeter's tree canopy cover shall have been increased by a quarter since 2018.  | 6.7                       | 6.7                        | 6.7                      |
| <b>6.8</b> Wildlife in Exeter shall be significantly more abundant than in 2018.  | 6.8                       | 6.8                        | 6.8                      |
| <b>6.9</b> The city shall have been recognised as a sustainable food city, recognising the success of the city in taking a joined up, holistic approach to food and how Exeter has achieved significant positive change on a range of key food issues.    |                           | 6.9                        |                          |



## 7. CLEAN AIR

|  | Short Term<br>2020 - 2022 | Medium Term<br>2023 - 2026 | Long Term<br>2027 - 2030 |
|--|---------------------------|----------------------------|--------------------------|
| <b>7.1</b> Exeter's bus network shall comprise only Ultra Low Emission Vehicle (ULEV) Buses and use non-fossil fuels.  |                           | 7.1                        |                          |
| <b>7.2</b> All public sector fleet vehicles in Exeter shall be ULEV / non-fossil fuel.   | 7.2                       |                            |                          |
| <b>7.3</b> Exeter's taxi fleet and private hire fleet shall be in the ULEV category / non-fossil fuel.   |                           | 7.3                        |                          |
| <b>7.4</b> All private cars in Exeter shall be in the ULEV category.   |                           |                            | 7.4                      |
| <b>7.5</b> Exeter shall have a comprehensive network of electric vehicle charging points (including on-street) which supports transition to electric vehicles, with priority for shared vehicles.  | 7.5                       |                            |                          |
| <b>7.6</b> Exeter shall have implemented an education programme / awareness campaign about air quality within homes.   | 7.6                       | 7.6                        | 7.6                      |
| <b>7.7</b> Health outcomes shall be embedded in all key city policies to assess current and future wellbeing.  | 7.7                       |                            |                          |
| <b>7.8</b> Exeter shall have achieved the World Health Organisation (WHO) targets for air quality, at all locations across the city, using a comprehensive network of air quality sensors across the city to continuously monitor air quality down to pm2.5. |                           | 7.8                        |                          |

# TIMELINE: NET ZERO EXETER 2030



## 8. EFFICIENT RESOURCE MANAGEMENT

- 8.1** Exeter shall have established a ‘zero waste zone’ to test and implement practices and policies that support our carbon-neutral ambition.
- 8.2** Exeter shall have a city-wide programme in place to achieve zero residual household waste and by 2030, 95% of all household waste shall be sent for reuse, recycling or composting.
- 8.3** Zero waste shops shall be commonplace on the high street.
- 8.4** Business waste shall be reduced (including paper and single use plastics) and where possible residual waste used to support a circular economy by providing source material for industries such as construction.
- 8.5** Exeter shall have optimised waste collection for both business and household waste to minimise the number of vehicles within the city.
- 8.6** The city shall aim to halve per capita food waste at the retail and consumer level by encouraging sustainable food consumption and production.
- 8.7** Exeter shall be named as a single-use plastic free city.
- 8.8** Nobody in Exeter shall think that litter is a problem in their community.

| Short Term<br>2020 - 2022 | Medium Term<br>2023 - 2026 | Long Term<br>2027 - 2030 |
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## 9. REGENERATIVE DESIGN

- 9.1** All new developments in Exeter shall achieve the highest standards of design for wildlife, water and wellbeing making a positive contribution to the local environment.
- 9.2** Local planning standards shall ensure that new commercial developments embrace the principles of regenerative design.
- 9.3** New commercial and public buildings shall have systems in place to capture and reuse waste energy.
- 9.4** Rainwater shall be recycled on all properties across the city.

| Short Term<br>2020 - 2022 | Medium Term<br>2023 - 2026 | Long Term<br>2027 - 2030 |
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# TIMELINE: NET ZERO EXETER 2030



## 10. COLLECTIVE ACTION

|   | Short Term<br>2020 - 2022 | Medium Term<br>2023 - 2026 | Long Term<br>2027 - 2030 |
|---|---------------------------|----------------------------|--------------------------|
| <b>10.1</b> City schools and educational institutions shall have implemented programs of education and teacher training linked to the climate emergency, sustainability and the SDGs.                             | 10.1                      |                            |                          |
| <b>10.2</b> The Corporate Social Responsibility programmes of businesses with 500+ employees shall be aligned to enable a coordinated volunteering programme that brings benefit for the city and for businesses. | 10.2                      |                            |                          |
| <b>10.3</b> An accreditation scheme shall exist for socially responsible businesses in Exeter who are actively working towards being carbon-neutral.  | 10.3                      |                            |                          |
| <b>10.4</b> Exeter shall have systems in place that ensure that the voices of all citizens are heard in developing solutions to becoming a carbon-neutral city.   | 10.4                      | 10.4                       | 10.4                     |
| <b>10.5</b> Exeter shall have processes and structures that support development of local co-operatives and social enterprises formed by communities to deliver the net-zero ambition.                             | 10.5                      | 10.5                       | 10.5                     |
| <b>10.6</b> Exeter shall have a thriving community volunteering sector with more than 50% of people volunteering or helping out in their community to take action on climate change at least once per year.       |                           | 10.6                       |                          |
| <b>10.7</b> Every neighbourhood in Exeter shall have a strong and sustainable community anchor organisation.  |                           | 10.7                       |                          |
| <b>10.8</b> Businesses/organisations in Exeter shall be supported to access resources to help them reduce their carbon outputs  | 10.8                      | 10.8                       | 10.8                     |



## 11. AN ANALYTICAL APPROACH

|   | Short Term<br>2020 - 2022 | Medium Term<br>2023 - 2026 | Long Term<br>2027 - 2030 |
|---|---------------------------|----------------------------|--------------------------|
| <b>11.1</b> Exeter shall have a digital platform that integrates multiple sources of data to provide information on city performance (traffic, air quality, energy etc); enabling residents, businesses and the local authority to make informed decisions about their activities.            | 11.1                      |                            |                          |
| <b>11.2</b> Exeter shall have a detailed understanding of how people move into and around the city in order to support targeted development of walking, cycling and public transport infrastructure and to ensure the highway space is prioritised to move people in the most efficient ways. | 11.2                      |                            |                          |
| <b>11.3</b> Ultrafast broadband shall be available to all businesses and installed in all public buildings (including schools) to improve services to communities and support productivity and digital innovation.  |                           | 11.3                       |                          |
| <b>11.4</b> Citizens shall have control over their personal data and access to 'data trusts' enabling them to share their data and support the development of improved city services.   | 11.4                      |                            |                          |
| <b>11.5</b> All Exeter businesses with 250+ employees shall have committed to making their operations carbon-neutral and are sharing data to support the measurement of progress.   | 11.5                      |                            |                          |
| <b>11.6</b> The city shall have a clear strategy for the development of skills needed for the future of work in the region to ensure that local opportunities are accessible to all.  | 11.6                      |                            |                          |
| <b>11.7</b> Exeter shall have a thriving ecosystem of start-ups and social enterprises, supported by active investor network, and is recognised as a leading city for entrepreneurs addressing urban challenges.  |                           | 11.7                       |                          |
| <b>11.8</b> All communities in Exeter shall have access to programmes that support them to develop data and analytics skills and build sustainable enterprises that lead to positive local change.  |                           | 11.8                       |                          |
| <b>11.9</b> Residents, businesses and the local authority access and share data to make informed decisions about their activities and enable measurement of progress.   |                           | 11.9                       |                          |
| <b>11.10</b> Exeter's highway space is prioritised to move people in the most efficient ways.   |                           | 11.10                      |                          |

# TIMELINE: NET ZERO EXETER 2030



## 12. LOCALLY CONTROLLED FINANCE

- 12.1** A city partnership shall be created to strategically develop, co-ordinate, deliver and invest in infrastructure that supports Exeter to achieve a 'just transition' to carbon-neutrality.
- 12.2** Exeter shall have committed to the development of a city-owned development fund that gives the city access to the money needed to invest in infrastructure required for a 'just transition' to carbon-neutrality.
- 12.3** Investment in the city shall be promoted, with local people and businesses investing to support the vision for Exeter (e.g. through crowdfunding, a regional bank, or other locally focused financial institutions).
- 12.4** Exeter shall have established mechanisms for organisations to jointly purchase energy direct from solar, wind or other developments (e.g. via 'sleeving' agreements) with the contracts used to help finance the development of new renewables.
- 12.5** City purchasing decisions shall support a 'just transition' with organisations using procurement contracts to stimulate innovation and encourage their supply chain to become carbon-neutral.
- 12.6** The city shall actively support and promote companies that grow as a result of our clean transition.
- 12.7** The city shall have a structured scheme of pricing and taxation, for road use and parking that reflects the true cost of carbon emissions, pollution and congestion; encouraging modal shift to active and shared modes and enabling re-investment in city mobility.
- 12.6** The city shall set up fund using Section 106 agreements to provide a source of finance for carbon reduction projects across Exeter and to support emission reductions from existing buildings where achieving carbon savings can be more challenging.

| Short Term<br>2020 - 2022 | Medium Term<br>2023 - 2026 | Long Term<br>2027 - 2030 |
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| 12.1                      |                            |                          |
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| 12.3                      | 12.3                       | 12.3                     |
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| 12.7                      |                            |                          |
| 12.8                      |                            |                          |

# PART THREE



**NEXT STEPS**

# LEADING NET ZERO EXETER

As we embark on this journey, it's important to recognise that a commitment to make a whole city carbon-neutral is beyond the authority of Exeter City Council alone.

We will require strong collaboration and collective action from everyone across the city; individuals, businesses, community organisations and the local authority.

Our net-zero vision for the city is aspirational, but will be tempered by the funding we have to work with (whether revenue or capital) and the level of engagement that we can achieve.

Our public sector faces extremely hard times; with a rapidly growing population, increasing demand for services (including social care, transport and education), and previous and ongoing reductions in government funding.

To achieve our net-zero carbon ambitions we must seek new ways of doing things and seek out new approaches to delivering services and accessing investment.

***"We need more information about what we can do as individuals and families"***

Resident Voice

We must work much more closely together, across the public, business and community sectors, sharing responsibility for finding joint solutions for the challenges we are all facing and seeking wherever possible to collaborate and join up our services locally.

The role of Exeter City Futures CIC is to help the city collectively respond to the climate crisis and achieve a net-zero carbon Exeter. We will regularly report on progress and ensure that the ambition remains a key focus for the city.

Through our communication and engagement activities we will provide space and opportunity for Exeter's businesses, individuals, communities and leaders to come together to identify projects and partnerships that can deliver our shared ambitions.

We must all consider ourselves as part of the solution and find ways to take an active role on this journey. In this section we set out an overview of what the city can do right now to work towards delivering Exeter's net-zero ambition; each of us have a responsibility to contribute to the change we all want to see.

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**Exeter City Council**

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**Devon County Council**

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**Organisations**

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**Individuals**



# WHAT EXETER CITY COUNCIL CAN DO

## ENERGY

- Continue to reduce energy used by the council estate [1.2]
- Use influence, officer knowledge and role in Exeter City Futures CIC to encourage all organisations in Exeter to commit to energy reduction measures [1.2]
- Promote Exeter as a city that is leading the way in achieving net-zero carbon; showcasing a strong set of demonstrators / case studies as well as companies and social organisations who are responding to the net-zero plan [1.5, 12.6]
- Align all statutory and non-statutory plans, policies and guidance (including the Local Plan and planning policies) with the ambitions of achieving net-zero carbon emissions and the actions set out in the Net Zero Exeter 2030 Plan. Ensure all Council decisions are informed by an analysis of whether they would help or hinder the delivery of the Net Zero Exeter 2030 Plan [1.3, 4.3, 7.7, 9.1, 9.2, 9.3, 12.5]
- Refine local planning policy to require the highest energy efficiency standards (e.g. passive) in all new domestic, industrial, commercial and public buildings [1.3]
- Transition council-owned buildings to use locally generated renewable sources of energy (e.g. solar, district heat networks) and in the interim change to renewable energy tariffs for all council buildings [2.1, 2.7]
- Ensure sites for renewable generation are identified in the Exeter Local Plan and the Greater Exeter Strategic Plan [2.2]
- Review decision-making processes to ensure the voices of all citizens (including the most vulnerable) are heard in developing solutions to becoming a carbon-neutral city [2.3, 10.4]
- Assign an officer to work with local developers, construction firms and education centres to develop and launch a Local Retraining Scheme for sustainable construction. Identify funding sources e.g. from the private sector, LEP, government [3.2]

- Consider options for the council to work alongside the private sector to encourage / enable owners of privately-owned properties to retrofit their homes to increase energy efficiency and reduce energy demand [3.3]
- Launch a programme of domestic retrofit for council-owned properties using programme such as EnergieSprong (or equivalent) [3.5]
- Enforce minimum energy-efficiency standards in the private rented sector [3.6]

## MOBILITY

- Assign an officer to work with Devon County Council, mobility networks and transport operators to review the accessibility of Exeter's public transport and make recommendations to improve infrastructure, vehicles and information [4.1]
- Assign an officer to liaise with Devon County Council, through the Exeter Transport Board, to ensure that the Exeter Transport Strategy supports delivery of the actions in the net-zero plan [4.2, 5.1 - 5.5]
- Revise the Local Plan to identify sites for new housing and commercial developments that can be served by quality public transport links and ensure that planning policies within the Local Plan favour low traffic or car-free development with attractive cycle and walking connections [4.3]
- Work with Devon County Council to develop a local walking and cycling plan (LCWIP) for Exeter that includes a safe, segregated, convenient cycle and walking network [5.3]
- Implement sustainable travel initiatives for council staff, working where required with other major employers, and reduce the availability of onsite parking to serve only those with accessibility needs [5.7]
- Support Exeter businesses to implement sustainable travel initiatives e.g. through the Sport England Local Delivery Pilot and promotion of the Devon Car Share scheme [5.7]

# WHAT EXETER CITY COUNCIL CAN DO

- Assign officer to engage with Devon County Council, via Exeter Transport Board, to develop options to limit non-motorised vehicle access in the city centre [5.9]
- Require deliveries to the council to be by electric vehicles or bike, creating demand for freight consolidation centres. Liaise with partners to identify sites and ensure planning provision is made [5.10]

## SUSTAINABILITY

- Use planning provision to support communities in the city to access land for local food production via allotments and city farms. Ensure this is built into new developments [6.2]
- Invest in structures and mechanisms (including funding to access venues and resources) to support local co-operatives, groups, charities, social enterprises and start-ups that can help the city to collectively deliver the net-zero ambition [6.3, 10.5, 11.7, 11.8]
- Work with food suppliers / producers and private-sector investors to develop proposals for a regional produce distribution hub. Support with planning provision [6.5]
- Continue to invest in sustainable urban drainage infrastructure to protect high-density and infrastructure critical areas, ensure developers are working to the highest standards [6.6]
- Commit to a programme of tree protection and planting; requiring developers to appropriately establish trees and wildlife areas within new developments [6.7, 6.8, 9.1]
- Continue to manage council-owned land to increase biodiversity and restore habitats, including through reduced pesticide use and increased planting of wildflowers [6.8]
- Appoint an officer to engage with Devon County Council and bus operators to achieve transition to ULEV buses and ensure planning provision is made for the bus charging [7.1]
- Complete transition of all Council fleet vehicles to ULEV / non-fossil fuel [7.2]
- Use licensing to require all taxis within the city to be ULEV and ensuring planning provision is made for EV charging ranks [7.3]
- Investigate options to (including potential grant schemes) to help households and businesses upgrade to ULEVs. Appoint internal team or private sector partner to implement [7.4]
- Ensure that all council-owned car parks have electric vehicle charging points to support transition to electric vehicles, with priority for shared vehicles [7.5]
- Include a policy within the Local Plan that seeks to deliver electric charging points within all new developments [7.5]
- Implement an education programme / awareness campaign about air quality within homes [7.6]
- Work with campaign groups and private sector to design and install a comprehensive network of air quality sensors, continuously monitoring air quality down to pm2.5 and openly sharing data [7.8]
- Designate a 'zero-waste zone' to test and implement practices and policies that support our ambition to be net-zero carbon [8.1]
- Continue to invest in waste and recycling operations; optimising business and household waste collection, aiming to achieve zero residual household waste by 2030 [8.2, 8.5]
- Evaluate and implement options to encourage / incentivise shops on the high-street to be zero waste [8.3]
- Reduce council waste (aiming for zero to landfill) and ban the use of single-use plastic and unnecessary printing in council offices [8.4]
- Appoint an officer to engage with stakeholders on food waste and prepare a plan to achieve an award from Sustainable Food Cities [8.6]

# WHAT EXETER CITY COUNCIL CAN DO

- Work with partners to launch an accreditation scheme for socially responsible businesses in Exeter who are actively working towards being carbon-neutral [10.3]
- Continue to invest in Wellbeing Exeter and the Community Builders to ensure that every neighbourhood in Exeter has a strong and sustainable community anchor organisation [10.7]
- Continue to Chair the Board of Exeter City Futures CIC to ensure that there is a clear strategy and mechanism for organisations to access support and resources to develop and deliver their own net-zero carbon plans [10.8]
- Use membership of Devon Climate Emergency Response Group (DCERG) to ensure that the Devon Climate Plan reflects the actions within the Net Zero Exeter 2030 Plan [10.8]
- Draft a clear strategy for the development of skills within the city needed for the future of work in the region to ensure that local opportunities are accessible to all [11.6]
- Take steps to share local authority data to help residents and businesses make informed decisions about their activities and enable measurement of progress [11.9]
- Create and lead a city partnership and aligned investment fund that enables the city to strategically develop, co-ordinate, deliver and invest in infrastructure that supports Exeter to achieve a 'just transition' to carbon-neutrality [12.1, 12.2]
- Review procurement policies and update to ensure that contracts are stimulating innovation and encouraging the supply chain to become carbon-neutral. Encourage a local circular economy where possible [12.5]

## CAPABILITY

- Work with partners to secure funding for a digital platform / City Hub that integrates multiple sources of data to provide information on city performance (traffic, air quality, energy etc). Ensure that data sharing agreements and data trusts are in place to encourage data to be shared [11.1, 11.4, 11.5]
- Assign an officer to work with telecoms operators to facilitate improvements in broadband and mobile provision across the city [11.3]
- Assign an officer to lead Exeter City Council towards being a net-zero council and define an organisation net-zero strategy with interim and measurable targets [11.5]
- Identify a clear mechanism for reporting to Full Council and the public on the progress that the city is making towards delivery of the Net Zero Exeter 2030 Plan including an annual report [11.5]
- Continue to work with city organisations through Exeter City Futures CIC to facilitate all city organisations to work towards delivering the Net Zero Exeter 2030 Plan [11.5]
- Work with Devon County Council to ensure the Exeter Transport Strategy prioritises carbon reduction measures; evaluate potential benefits / impact of schemes such as road pricing and taxation, clean air zones and reduced speed limits [12.7]
- Implement and manage a structured scheme of pricing for Council-owned car parks that discourages all but the most critical users [12.7]
- Realign mechanisms, such as Section 106 agreements and Community Infrastructure Levy, to provide a source of finance for carbon reduction projects across Exeter. Assign a full-time officer to implement [12.8]

# WHAT DEVON COUNTY COUNCIL CAN DO

As the transport authority Devon County Council will play an essential role in achieving a Net Zero Exeter and will work to accelerate measures which prioritise carbon reductions within the Transport Strategy Action Plan. Alongside these actions, Devon County are also developing their own plans to become a carbon-neutral council, as well as leading the Devon Climate Plan. In this section we concentrate only on actions that Devon County Council could do to directly enable Exeter to become net-zero carbon.

## MOBILITY

- Review the accessibility of Exeter's public transport and make recommendations to enhance its offer through improved infrastructure, vehicles and information [4.1]
- Deliver a city-wide programme of modal filters and speed restrictions to enhance the pedestrian environment in residential areas by removing traffic; creating quieter and safer streets for pedestrians and cyclists [4.2, 5.10]
- Work with Exeter City Council and developers to ensure that new developments are supported with quality public and active transport routes reducing the need to own a private car [4.3]
- Work with public transport providers to identify congestion hot-spots that are causing journey time reliability issues [4.5]
- Work with Highways England to review the resilience of the Exeter strategic road network, particularly during peak season and during motorway incidents, and identify low-carbon options for improvement [4.6]
- Review data on how people move around the city and take steps to optimise the transport network (including cycleways and walkways) to give priority for sustainable, shared and active modes of travel [5.1]
- Work with transport operators (multi-national and local) to facilitate a city-wide low-carbon mobility scheme, supported by integrated multi-modal ticketing [4.2]
- Deliver an LCWIP to identify walking and cycling investments that will deliver a safe, segregated, convenient cycle and walking network in Exeter that is supported by changing and storage infrastructure at key locations [5.3]

- Launch a programme of awareness raising / behaviour change campaigns and implement improvements to bus networks to enable more people to use active and shared modes of transport [5.5]
- Continue to invest in travel training for all school children across the city to promote use of active and shared transport [5.6]
- Continue to invest in availability and promotion of the Devon Car Share scheme and support Exeter businesses to implement sustainable travel initiatives by signposting sustainable options and helping to form partnerships between travel providers to serve demand [5.7]
- Work with the private sector to agree mobility schemes that can support the development of work hubs in Exeter's travel-to-work area and ensure they can act as transport consolidation hubs, picking up commuters and bringing them into the city [5.8]
- Develop and pilot options to limit non-motorised vehicle access in the city centre [5.9]

## SUSTAINABILITY

- Work with bus operators to achieve transition to ULEV buses [7.1]
- Work with Exeter City Council to identify where Clean Air Zones may be appropriate within the city in line with the principles of DEFRA's Clean Air Zone Framework [7.4]
- Deliver a comprehensive network of electric vehicle charging points to support transition to electric vehicles, with priority for shared vehicles [7.5]

## CAPABILITY

- Continue to work with city organisations through Exeter City Futures CIC to facilitate all city organisations to work towards delivering the Net Zero Exeter Plan [11.5]
- Take steps to share County Council mobility data to help residents and businesses make informed decisions about their daily activities and travel choice [11.9]

# WHAT ORGANISATIONS CAN DO

We understand that there are many different types and sizes of organisations in Exeter and that not all of the below actions can be achieved by every organisation. Many factors limit an organisation's ability to make change, for example if a building is controlled by a landlord.

However, this list is presented to help organisations consider, in light of their own circumstances, what role they might play in the city's collective effort to become carbon-neutral.

We are acutely aware that the COVID-19 pandemic has delivered a sudden blow to businesses, and many are struggling with loss of income and dealing with the rapid transition to remote-working arrangements. We present these actions sensitively so that when the nation, and the city of Exeter, can return to some sense of normality, we can take the learnings from our current challenging situation and turn them into positive action.

## ENERGY

- Commit to energy reduction measures, including demand reduction, upgrade of building insulation and heating [1.2]
- Ensure that all new commercial buildings are of the highest energy-efficiency standards (e.g. Passivhaus) [1.3]
- Upgrade to highest efficiency appliances [1.4]
- Share case studies of energy reduction / renewable generation with the city, via Exeter City Futures' City Showcase to support Exeter as a leading net-zero city [1.5, 1.6]
- Invest in programmes of research into enhanced renewable energy generation and storage [2.5]
- Switch to renewable energy tariffs and investigate options for on-site renewable energy generation and storage [2.1,2.7]

## MOBILITY

- Invest in changing and storage infrastructure, or seek options for sharing facilities, at major employment sites to enable more employees to cycle / walk / run to work [5.3]
- Implement sustainable travel initiatives for employees working where required with other employers in the city, and reduce the availability of onsite parking to serve only those with accessibility needs [5.7]
- Promote car sharing (organisations own or the Devon Car Share scheme) and signpost employees to sustainable options via individual travel plans [5.7]
- Reduce requirements for commuting into the city by working with other employers to create demand for work hubs in Exeter's travel-to-work area or implementing schemes that enable employees to work from home [5.8]
- Require deliveries to be by electric vehicles or bike, creating demand for freight consolidation centres [5.10]

## SUSTAINABILITY

- Take steps to increase biodiversity and restore habitats on land surrounding premises; including through reduced pesticide use and increased planting of wildflowers [6.8]
- Transition company owned / leased vehicles to ULEV / non-fossil fuel [7.2]
- Work with local authority and private sector providers to install electric vehicle charging points to support transition to electric vehicles, with priority for shared vehicles and those with limited mobility [7.5]
- Reduce business waste (including paper and single-use plastics) and where possible use residual business waste to support a circular economy, e.g. by providing source material for industries such as construction [8.4]

# WHAT ORGANISATIONS CAN DO

- Where applicable, organisations should take steps to significantly reduce the food waste they generate by encouraging sustainable food consumption and production [8.6]
- Ensure that new commercial developments achieve the highest standards of design for wildlife, water and wellbeing, making a positive contribution to the local environment [9.1]
- Ensure new commercial buildings have systems in place to capture and reuse waste energy [9.3]
- Install systems to recycle rainwater [9.4]
- Initiate / join local schemes that support organisations to purchase directly from solar, wind or other developments (e.g. via 'sleeving' agreements) with the contracts used to help finance the development of new renewables [12.4]
- Review procurement policies and update to ensure that contracts are stimulating innovation and encouraging the supply chain to become carbon-neutral. Encourage a local circular economy where possible [12.5]

## CAPABILITY

- Align Corporate Social Responsibility programmes with other organisations across the city to enable a coordinated volunteering programme that brings benefit for the city and for businesses [10.2]
- Seek accreditation as a socially responsible business, actively working towards being carbon-neutral [10.3]
- Offer resources and support to other businesses to support the collective effort to become a net-zero city [10.8]
- Make a commitment to being a net-zero organisation and define an organisational net-zero strategy with interim and measurable targets [11.5]
- Work with the city council to develop a clear strategy for the development of skills needed for the future of work in the region to ensure that local opportunities are accessible to all [11.6]
- Take steps to share data to help the city make informed decisions and enable measurement of progress [11.9]
- Invest to support the vision for Exeter (e.g. through crowdfunding, a regional bank, or other locally focused financial institutions) [12.3]

# WHAT INDIVIDUALS CAN DO

We look to the government and the local authority for action, but tackling climate change is everyone's responsibility. Here are many things that individuals can do to play a role in the city's carbon ambition, because together small changes can make a huge impact. This isn't intended to be an instruction list but instead a response to regular questions we are asked around what individuals can do to help.

As with the list for businesses, we know that not everyone is able to do all the things we outline here, especially given the impact that COVID-19 is having on our lives. These present steps that can be considered and actioned if and when able to.

## ENERGY

- Use a smart meter to help understand energy use in your home and make choices about reducing demand [1.1]
- When changing appliances, upgrade to the most energy efficient option that is within your budget [1.4]
- Switch to a renewable energy tariff, if able to do so [2.1]
- Consider installing domestic renewable generation and storage systems, e.g. solar [2.1, 2.2]
- Demand that energy providers give better information on the sources of energy so as to be better informed about the source of your energy use [2.6]
- Improve the insulation in your home [3.3]

## MOBILITY

- Make a switch to using public transport [5.12]
- Use walking or cycling for journeys instead of taking your car [5.12]

## SUSTAINABILITY

- Adopt more sustainable and healthy food habits; including a plant-based diet, and where consumed, ensuring meat and fish are from sustainable sources [6.3]
- Buy sustainably and locally produced food where possible [6.4]
- Rewild your garden; plant trees and wildflowers to encourage and support local wildlife [6.8]
- When upgrading cars, consider one in the ULEV category [7.4]
- Reduce household waste; including food waste and single-use plastics [8.2, 8.6]
- Be part of a local circular economy by supporting pre-loved clothing stores and repair cafés [8.2]
- Collect and reuse rainwater for home and / or garden [9.4]

## CAPABILITY

- Look out for local volunteering and crowdfunding opportunities to support the city to meet its net-zero carbon ambition and help local communities [10.2, 12.3]
- Contact your local council representative (City, County or MP) to let them know that you support local action on climate and share your views [10.4]

# WORKING WITH THE DEVON CLIMATE EMERGENCY RESPONSE GROUP

The Devon Climate Emergency Response Group (DCERG) is delighted to see the progress of Exeter City Council in outlining its plan to get to net-zero carbon by 2030.

The DCERG is made up of senior officers of 27 organisations including councils, emergency services, businesses and voluntary organisations and has been established to provide the strategic coordination of a collaborative county-wide response to the Devon Climate Emergency.

Exeter City Council, as a founding member of DCERG, continue to be an important contributor to the Devon Carbon Plan, which will be published later this year. The relationship between the carbon reduction strategies being simultaneously developed, from national level down to Parish Councils, as well as by non-governmental organisations has been likened to a Russian Doll. However, the relationship between a cell, a limb and a body more accurately represents their functionally linked nature, but varying scales.

We must ensure our actions are coordinated, however it will require all of us to develop plans appropriate to the scale of our influence and responsibilities.

The Devon Carbon Plan will signpost who will need to take particular actions in Devon, so that we can collectively achieve net-zero carbon. Ongoing dialogue and collaboration between the diverse organisations which make up DCERG is the surest way to ensure that our carbon reduction and adaptation strategies are well aligned and coherent.

The DCERG represents a broad section of Devon, from Devon and Cornwall Police, to the National Farmers Union, the Heart of the South West Local Economic Partnership and Devon Wildlife Trust, amongst others.

A Net Zero Task Force has been appointed by the DCERG and tasked with the development of the Devon Carbon Plan.

The Task Force has convened and considered evidence from a series of expert Thematic Hearings, which have been contributed to by Exeter City Council, as well as a number of other Exeter-based organisations. The Task Force has also received over 850 public submissions of evidence for the Devon Carbon Plan.

Due to Exeter City Futures' involvement in the development of the Devon Carbon Plan, the Net Zero Exeter 2030 Plan has been able to incorporate learnings from the Devon wide process during the drafting of the plan for the city.

Similarly, the Devon Plan has benefitted from learnings coming out of public engagement around the Exeter Plan.

We can be certain that on our shared journey to net-zero carbon societies, which must also address the related ecological emergency, our plans will require periodic refinement and we will need to refresh our ways of working together iteratively as the landscape of national and county strategies and legislation evolves.

However, this is a climate and ecological emergency and we cannot wait for all the pieces to be finished before we begin in earnest.

*Emily Reed, Project Manager  
Devon Climate Emergency*



# MORE INFORMATION



You will find all the information on Exeter's commitment to net-zero carbon on our Net Zero Exeter website:

- Blueprint for a Net Zero Exeter
- Net Zero Exeter 2030 Plan
- Exeter's Calendar of Climate Action Events

Check it out at [www.netzeroexeter.co.uk](http://www.netzeroexeter.co.uk)



You can also find out how Exeter City Futures CIC is supporting the city to collectively achieve the net-zero carbon ambition on our website:

- City Showcase: examples of projects and partnerships across the city that are working to deliver the Net Zero Exeter 2030 Plan.
- Bank of resources and useful information to help you take action
- Thought-papers prepared by Exeter City Futures and its partners
- Data insights that show how the city is progressing

Check it out at [www.exetercityfutures.com](http://www.exetercityfutures.com)



# ACKNOWLEDGEMENTS

Many people have given their time to develop this document – politicians, businesses, community groups and individuals. Thank you.



# SOURCE MATERIALS

In preparing this report, best practice has been sought from a range of other cities and climate action organisations. We are grateful that they have made their documents open source to help other cities. Some of the materials we have referred to are listed below.

- [Bristol One City Plan](#)
- [Nottingham 2028 Action Plan](#)
- [Barcelona Climate Plan](#)
- [Carbon-Neutral Adelaide](#)
- [Copenhagen CPH 2025 Climate Action Plan](#)
- [IPCC Summary for Urban Policy Makers](#)
- [Friends of the Earth Climate Action Plan](#)
- [Friends of the Earth: 33 Actions Local Authorities can take on Climate Change](#)
- [Ashden 31 Climate Actions for Councils](#)
- [DfT Decarbonising Transport: Setting the Challenge](#)





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